



Kingston VCSE HR Training Programme - Module 4

2ND JUNE

Our programme

Module 1

HR and
Employment
Law Essentials

Module 2

Recruitment,
onboarding,
culture and
wellbeing

Module 3

Performance
management
and difficult
conversations

Module 4

Policies,
procedures, HR
systems and
problem solving

The session today

- ▶ **Purpose:** To deliver a workshop giving an overview HR policies and procedures, HR systems and problem solving skills
- ▶ **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

Policies and procedures

1. Those that are legally required
2. Those that create clarity, fairness and protection for both employers and employees

Key policies and procedures – what are they?

- ▶ **Health and safety** - legally required for companies with five or more employees. It outlines your duty of care, risk management, emergency procedures, and responsibilities
- ▶ **Disciplinary and grievance** - Required under the Employment Rights Act 1996 and must align with the ACAS Code of Practice. It sets out how misconduct, performance issues, and complaints are handled
- ▶ **Equal opportunities/equality and diversity** - Confirms your commitment to preventing discrimination and complying with the Equality Act 2010
- ▶ **Sickness and absence** - defines how employees report absence, sick pay rules, and return-to-work processes

Key policies and procedures – what are they?

- ▶ **Annual leave and time off** - covers holiday entitlement, booking rules, carry-over, and statutory leave (maternity, paternity, parental leave)
- ▶ **Data protection and privacy** - Ensures compliance with UK GDPR and the Data Protection Act 2018. Explains how employee data is collected, stored, and used
- ▶ **Flexible and remote working** - Increasingly essential for hybrid workplaces. Sets out eligibility, request processes, and expectations
- ▶ **Code of conduct** - Defines expected standards of behaviour, professionalism, and use of company property

Key policies and procedures

Policy	Purpose	Legal Requirement?
Health & Safety	Protects employees; outlines risk management	Yes (if ≥5 employees)
Disciplinary & Grievance	Ensures fair handling of issues	Yes
Equal Opportunities	Prevents discrimination	Indirectly (Equality Act)
Sickness & Absence	Manages absence consistently	Strongly recommended
Annual Leave	Ensures compliance with Working Time Regs	Yes (rights must be communicated)
Data Protection	Ensures GDPR compliance	Yes
Code of Conduct	Sets behavioural expectations	Best practice
Flexible working	How to apply for and respond to	Yes – since April 2024 day 1 right

Additional policies

- ▶ Whistleblowing Policy — encourages reporting wrongdoing safely
- ▶ Anti-Bullying & Harassment Policy — supports a respectful workplace
- ▶ IT, Internet & Email Use Policy — critical for data security and acceptable use
- ▶ Substance Misuse Policy — sets expectations around drugs and alcohol
- ▶ Expenses & Travel Policy — clarifies what can be claimed and how
- ▶ Confidentiality Policy — protects sensitive business information

Anything else that is specific for your organisation.....

Acas

Advice topics

Pay and hours

How to agree pay and working arrangements. Flexible working. Wages and deductions.

Holiday and leave

How workers can take time off. Managing absence. Annual leave and sick leave.

Equality and wellbeing

How to make work more inclusive. Health and wellbeing. Handling discrimination and bullying.

Starting and ending employment

What should be in a contract. Applying and hiring. Resignation, retirement and dismissals.

Consultation and change

When and why employers should consult. Changes to contracts. TUPE transfers.

Conflict and resolution

How to solve problems. Informal steps. Discipline and grievance. Employment tribunals.

Acas

Templates and Codes

Templates

What to put in letters, forms and policies. Free templates for workers and employers.

Acas Codes of Practice

What the minimum standards of fairness are that employers should follow. Used by employment tribunals.



HR systems -
how do you
manage your
people data?

Benefits

Centralised employee data

Improved compliance and data security

Automation of routine HR tasks

Employee self service

Better reporting

Can streamline HR operations

Supports growth and scalability

HR Systems (some....)

You pay per employee per month – can be cost effective

PeopleHR

Breathe HR

People Zoho

Workday

What is critical thinking?

Critical thinking involves questioning rather than simply accepting information that you hear or read

It enables you to identify different points of view, put together arguments, and evaluate the arguments made by others

What are some of the key skills you need to develop?

Swot analysis

Many companies use SWOT analysis as a way of reflecting on their performance...

- ▶ Strengths
- ▶ Weaknesses
- ▶ Opportunities
- ▶ Threats

SWOT Analysis

Strengths

Your advantages

Weaknesses

Areas for improvement

Opportunities

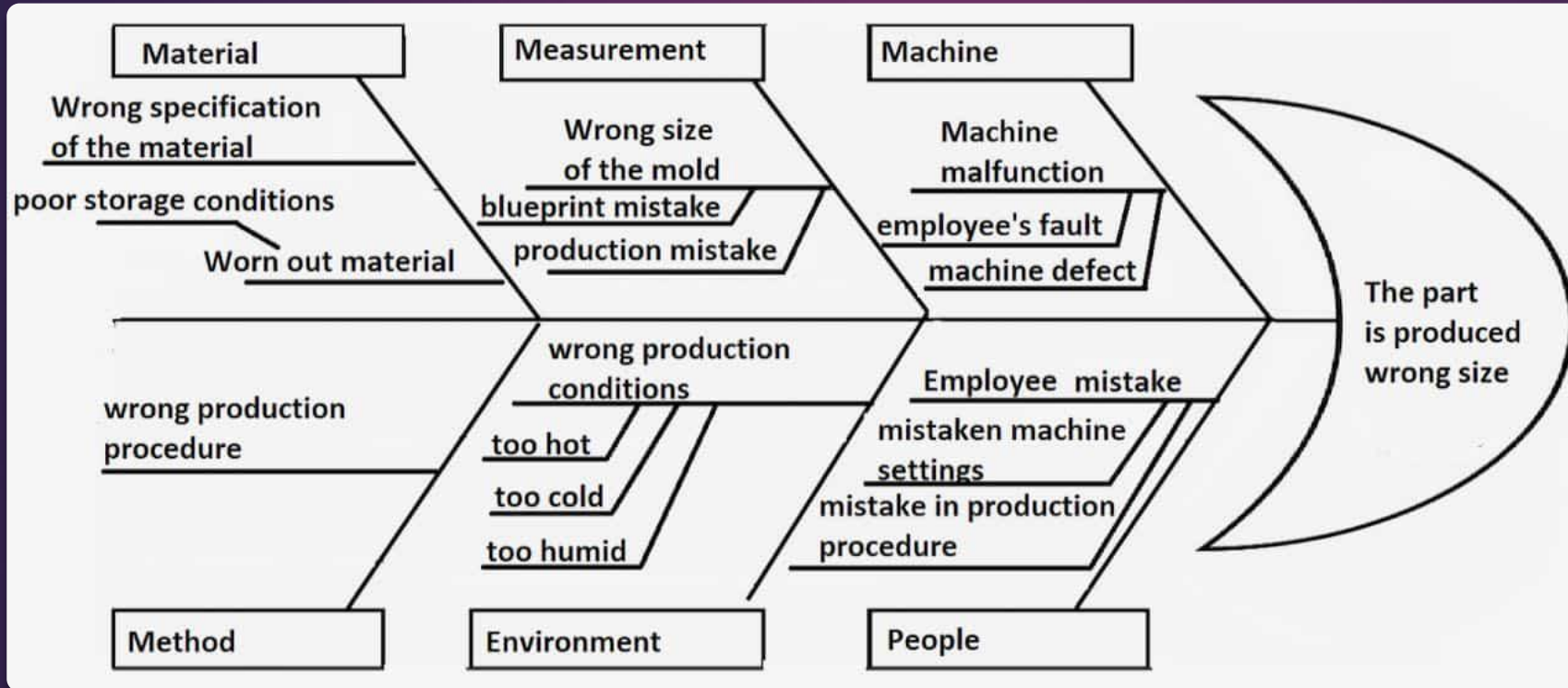
Situations to apply your advantages

Threats

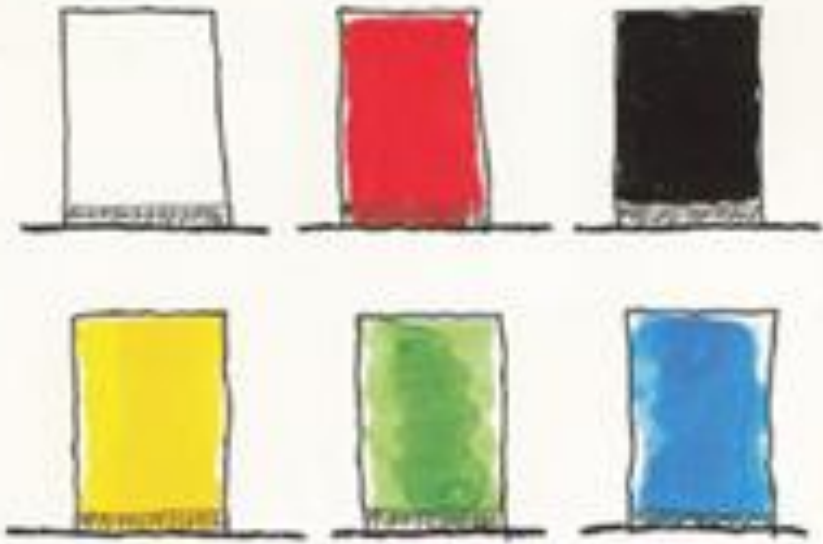
Where you are at risk



Problem solving techniques



Fishbone analysis – cause and effect



6 Hats

- 'Six Thinking Hats' is a powerful technique that helps you look at important decisions from a number of different perspectives.
- It helps you make better decisions by pushing you to move outside your habitual ways of thinking.
- As such, it helps you understand the full complexity of the decision, and spot issues and opportunities to which you might otherwise be blind.

SIX THINKING HATS EDWARD DE BONO

THE INTERNATIONAL BESTSELLER
that has changed the way the world's
most successful business leaders think
"WE OWE DE BONO A DEBT FOR CONSTANTLY REMINDING US THAT
THINKING IS A SKILL AND CAN BE IMPROVED." —PSYCHOLOGY TODAY

REVISED AND UPDATED



Red hat

Look at the decision using **intuition, gut reaction, and emotion**. Try to think how other people will react **emotionally**, and to understand the intuitive responses of people who do not fully know your reasoning.



Yellow hat

Helps you to **think positively**. It is the optimistic viewpoint that helps you to **see all the benefits** of the decision and the value in it, and spot the opportunities that arise from it. Yellow Hat thinking helps you to keep going when everything looks gloomy and difficult.



Green hat

The Green Hat stands for **creativity**. This is where you can develop creative solutions to a problem. It is a **freewheeling way of thinking**, in which there is little criticism of ideas.



White hat

Focus on the **data available** and see what you can learn from it. Look for gaps in your knowledge, and either try to fill them or take account of them.



Black hat

Look at things **pessimistically, cautiously and defensively**. Try to see **why ideas and approaches might not work**. This is important because it highlights the weak points in a plan or course of action. It allows you to eliminate them, alter your approach, or prepare contingency plans to counter problems that arise.



Blue hat

Process control. This is the hat worn by people **chairing meetings**. When running into difficulties because ideas are running dry, they may direct activity into Green Hat thinking. When contingency plans are needed, they will ask for Black Hat thinking, and so on.