# Building Skills – People Management

## Phase 1: Introduction & Effective Communication

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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 and knowledgeable 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

# 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

# Your relationship with HR…

# Introducing Line Management

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# Key Objectives:

- To understand the impact and importance of your roles as line managers
- To recognise different communication methods and when best apply them
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# The importance of communication

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## Why is communication important within our teams?

- Enhances employee engagement
- Lack of communication can cause uncertainty among employees and hamper their performance
- Helps employees to understand the organisation's aims and the contribution they can make to realising these aims
- Employees understand what is expected of them

# Handling difficult conversations

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# Difficult topics of conversation…

- Misconduct
- Providing critical feedback
- Performance related concerns
- Resolving conflict
- Termination of employment
- Inappropriate behaviour
- Mental Health concerns or personal struggles outside of work
- Redundancies
- Admitting to mistakes

# The consequences of failing to address the issue

Failing to address the issue could have serious consequences:

- It may interfere with your work
- Poor performance/misconduct could worsen/become more entrenched
- If it relates to poor performance/misconduct, it will be more difficult to impose a disciplinary sanction later
- It may cause productivity problems
- It may lead to morale/stress problems for the employee's colleagues
- Rumours could develop and cause unease
- It could result in a loss of respect for yourself and the organisation
- It could lead to negative consequences for the employee, eg stress
- Your failure to acknowledge mistakes could encourage employees to do the same

# Summary

- Reminder of our behavioural framework and how your relationship works with HR
- Key responsibilities and important traits for a line manager
- Why effective communication is important
- Different methods of communication and when to use these
- How to approach difficult conversations
- The importance of addressing difficult conversations in a timely manner

# Building Skills –
# People Management

## Phase 2: Absence Management & Employee Wellbeing

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# Phase 2: Absence Management & Employee Wellbeing

- To understand different types of absence
- To know how to manage absence and provide a supportive return to work journey for employees
- To understand how to effectively support the teams wellbeing, with signposting and other support mechanisms.

# Different Types of Absence

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# Discuss different reasons someone may not be at work…

- Sickness
- Annual Leave
- Bereavement
- Unauthorised Absence
- Public Duties
- Paternity/ Maternity/ Shared/ Adoption Leave
- Parental Leave
- Authorised Leave
- Compassionate Leave
- Is there anything that doesn't fall under one of these reasons?

# Sickness Absence

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# Refer to relevant policies in the Employee Handbook:

All policies can be accessed via Iris and the Intranet

- Schedule 7 Sickness Absence policy
- Schedule 13 Holidays policy
- Schedule 14 Maternity policy
- Schedule 15 Paternity policy
- Schedule 16 Adoption policy
- Schedule 17 Shared parental leave (birth) policy
- Schedule 18 Shared parental leave (adoption) policy
- Schedule 19 Parental leave policy
- Schedule 20 Time off for dependants policy
- Schedule 21 Compassionate leave policy
- Schedule 24 Time off for public duties
- Schedule 37 Parental Bereavement Leave policy

# Team Wellbeing

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# Creating an open environment…

How would/ do you create an open environment with your team for people to talk about how they feel?

# Summary

- Different absence types
- How to manage long term and short-term absences
- To manage absence effectively and conduct a return-to-work meeting
- The importance of encouraging an open and accepting environment for the wellbeing of your team
- Use of the Stress container to help with understanding the concept of Stress

# We are passionate

# We are collaborative

# We are respectful

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# Phase 1 & 2 of Building Skills – People Management

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