

Effective Communication at Work or



**It ain't what you do, it's the
way that you do it...Bananarama!**

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Communications and its role in Human Resource Management





**Effective Workplace Communication
leads to a Healthy Working
Environment**

**Poor Communication leads to distrust,
insecurity and demotivation**





So, what are the Secrets to Good Working Relationships?

Lots of things, below are some Management Behaviours likely to enhance Workplace Relationships;

The ability to instil trust

The ability to delegate

A clear understanding of differences between striving for respect and the need to be liked

A Sense of Fair Play

A confidence to invite feedback - positive and negative

Enthusiasm





So, what are the Secrets to Good Working Relationships?



An ability to make timely decisions

The capacity to admit when wrong

Respect for all

Equal treatment of all

The ability to instil confidence in others

A commitment to sharing knowledge and information



Research Results Consistently Show Top Three Employee Motivators are



Appreciation 1

Feeling involved 2

Help/Support with Personal Issues 3

If the above aspects of an individuals work life are respected, they are more likely to feel valued and consequently value their role in an organisation





Responding to these requirements in the Workplace

Value 1 Appreciation

Value 2 Feeling involved

Value 3 Help /Support with Personal issues

Show as much appreciation for good work as possible - this need not always mean financial reward

Involve your subordinates in as many work decisions as possible - ask their opinion in a meaningful way and act on it if appropriate

Show real care and help for employees in difficulty or with problems - this can mean anything from childcare, health, financial issues



The Sports Coach Approach to showing Appreciation



Regular use of praise

Individual rewards contingent on performance

Rewards given as soon after success as possible

Rewards and praise given sincerely, enthusiastically and repeatedly

Encourage others (team members, colleagues) to give praise for good performance

Recognise not only success, but “personal best”





Importance of Regular Feedback to helping Employees feel Involved

If performance is not improving, feedback is not occurring

Consider the following

Do not reward all employees equally if they do not all work equally as hard - rewards should be based on performance

Individuals need to know what they have to do and how to do it

Be consistent in your rewards

Give honest feedback, positive and negative

Outline consequences of poor performance, behaviour



Agree Goals and Objectives



When an individual has clear goals, performance normally improves.

Most individuals enjoy the satisfaction of working towards, and achieving, specific goals.

The employee orientates himself or herself to what is required.

The employee exerts effort to achieve the goals

Task persistence is increased

Ways of achieving the goal are pursued

The harder the goal is to achieve, the more effort is given to the task

The more important the goal (in the eyes of the individual) the more effort is given to the task





From a Workplace Perspective - what HR support mechanisms can be used to re-enforce relationships?



Unambiguous Terms of Employment

Clear job and role profiles with specific responsibilities

Good performance review/appraisal

Fair and consistent Grievance and Disciplinary Procedure

Regular on-going feedback - both individual and group - particularly where there are likely to be changes in working patterns/norms



Terms of Employment



All employees are entitled to a Written Statement of the Terms of their Employment within 2 months of joining an organisation. This tends to be called a Contract of Employment. From an employer's perspective, clear terms of employment will ensure that all parties are clear on what is expected of them and will cut down on unrealistic and unreasonable expectations.

However, just because an employee does not have written particulars as indicated above, this does not mean that a contract is not in place.

It is not acceptable to re-issue Terms of employment during the employment relationship, if specific agreement is not reached with the employee






Role Profiles

In order to ensure that all employees are clear on what is expected of them in the workplace, it is important to issue Job Descriptions/Job Profiles to each individual.

From a Managers perspective, it ensures that there is no confusion over expectations and it helps motivate an employee towards achieving the goals that have been clearly identified for and with them.





Corrective Action

Handling disciplinary issues in the work place is never easy, but if you follow a fair and consistent procedure when dealing with disciplinary and grievance issues in the workplace, you can be assured of behaving as a reasonable Manager/Employer. It not only what you do, but how you do it.

All disciplinary meetings should follow the basics of Natural Justice which includes;

The right to be informed of offence

The right to a fair hearing

The right to representation

The right to appeal



Changing Working Patterns

Fair Procedures




- **Reduced Hours**
- **Pay cuts**
- **Lay off**
- **Short time**
- **Redundancy**





Lay Off and Short Time

- **A lay-off situation arises where the employer is unable to provide work for the employee, but believes this to be a temporary situation and gives notice to this effect before the cessation of the employees work.**
 - **A short-time situation arises where, due to a reduction in the amount of work to be done, the pay or hours are less than half the normal weekly amount. This must be a temporary situation and an employer must give the employee notice to this effect before the reduction starts.**
 - **Reduced working hours is when, due to business decline, hours of work must be reduced but do not form less than 50% of previous working pattern**
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Unfair Selection for changes in working hours



- Although a lay off, short time or the need to reduce hours exists, an employee may have grounds for complaint if the manner of their selection was unfair.
- In selecting a particular employee for reduced hours, an employer should apply selection criteria that are reasonable and are applied in a fair manner. An employee is entitled to bring a claim for constructive dismissal if they consider that they were unfairly selected for reduced hours or consider that a genuine need did not exist.





- **Examples of these situations might include where the *custom and practice in your workplace has been last in, first out* and the selection did not follow this procedure.**
- **Another example may be where your contract of employment sets out criteria for selection which were not subsequently followed.**





Some useful Contacts and Addresses

www.lrc.ie

- **Labour Relation Commission**

- **Dispute resolution**
- **Rights commissioners service**
- **Mediation**

www.labourcourt.ie


- **Labour Court**

- **Joint Labour Committee Agreement,**
- **Employment Regulation Orders,**
- **Registered Employment Agreement**





Some useful Contacts and Addresses

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- www.equalitytribunal.ie - **Equality Tribunal**
 - www.eatribunal.ie - **Employment Appeals Tribunal**
 - www.hsa.ie - **Health & Safety Authority**
 - www.nera.ie - **National Employment Rights Authority**
 - fiona@profiletraining.ie - **free GCSAI helpline**
 - **Fiona Brown Johnson - 086-8551369**
 - **Equality Authority - 1890245545**
 - **NERA - 1890 80 80 90**

