



HR - good for your business!

There's just one thing we can predict about employment law - that it's unpredictable!

How will changes affect you? What should you (or your HR department) be doing about them to remain compliant? And is the effort worthwhile?

The answer is a resounding 'yes' - and this month we're delighted to announce a must-have business tool that will give you exactly the kind of help you are looking for.

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Hot off the Press!

Come and say 'hello'

Pinnacle is pleased to announce that we will be exhibiting at this year's ISSBA Suffolk Business Exhibition.

The Exhibition is being held on 30th April at the Trinity Park Conference Centre, Suffolk Show Ground, opening at 2 pm and running through to 8 pm. You will be able to find us on *Stand 76*, so there is plenty of time for you drop by and say '*hello*' and meet some of the team.

If you need an incentive to visit us, then how about this - we have a free draw for a Magnum of champagne. Just leave your business card in the box and the winner will be drawn at the end of Exhibition.

This is a great opportunity for you to meet us and tell us about your organisation, find out what we do and if there is any way we maybe able to help you.



We look forward to meeting you at the Exhibition on 30th April at *Stand 76* - and don't forget your business card for the Champagne draw!

If you want any more information about this or anything we do, please contact us today by e-mail or phone on 0800 907 1015.

Conclusively proved: good HR will boost your company's profits!

Personnel Today, an HR industry journal, recently carried an article on a two-year study looking at '*People and the bottom line*' undertaken by the Work Foundation and the Institute for Employment Studies.

The study tested a range of people-management practices in almost 3,000 employers to assess their impact on the company and organisational performance.

The study found conclusive proof that those businesses who adopt good HR practices, from resourcing to employee engagement and skills development, enjoyed higher profit margins and productivity than those companies that did not.

In conclusion, the study revealed that, if an organisation increased its investment in HR by just 10%, it would boost gross profits by **£1,500 per employee per year!**

Penny Tamkin, Associate Director of the Work Foundation and lead researcher on the project, commented to *Personnel Today*: '*The report found that it was the intensity of the HR practice that makes a difference - for example, not just whether companies undertake employee engagement, but how much and how often.*'

Tamkin also stressed that there was no one-size-fits-all approach to investment in people management, and the key to successful HR was working closely with managers to achieve results and ensure that policies and procedures were not just written but embedded into the organisation. The report highlighted some key HR activities that will lead to increased business performance:

- Succession planning.
- Personal and career development planning.
- Profit-related pay schemes.
- Conducting regular appraisals.
- Frequency of one-to-one meetings.
- Level of autonomy in the organisation - who decides the pace of work and task allocation.



- Managing the recruitment and selection process.
- Control of management and staff turnover.

(Source: *Personnel Today*, February 2008)

So is outsourcing your HR the answer to increased profits?

Well, yes, it could be! Pinnacle offers specialist outsourcing support to organisations of all sizes, ranging from the very small with only a handful of employees to those who employ 100 people or more.

The benefits of outsourcing your HR requirements mean that you have the peace of mind that we are managing your HR issues, making sure that all your documentation remains current and follows best practice guidance and employment legislation, providing advice and support in dealing with difficult situations and/or employees, or working with you to introduce staff and organisational development initiatives to empower your employees and ultimately lead to improved performance.

We can offer all this and more. What it ultimately means is you don't have to worry about any of it because we do, and you can focus on what you do best, and that's run your organisation and concentrate on being successful - *isn't that what you went into business for?*

Yes, it is a financial investment to outsource your HR, but, if done correctly and in partnership with you as we like to work, then you can see the proof from the research that it *will boost your profits!*

For more information please contact us today by [e-mail](#) or phone on 0800 907 1015 - or, better still, why not come and visit us on *Stand 76* at the [ISSBA Trade Exhibition](#) on 30th April 2008?

The must-have business accessory for 2008!

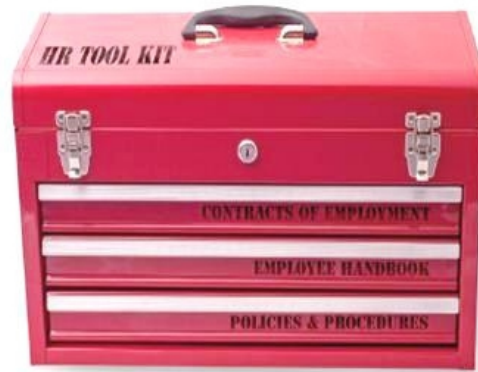
Pinnacle certainly believes that outsourcing your organisation's HR offers the best possible solution and value for money. Yet even with the benefits it brings, we do realise that not all organisations want to commit to such an investment, or are at a stage where they wish to do so. However, no matter what the size of an organisation or its financial resources, they still need to comply with employment legislation and practices, and must take some action in this regard.

As such, Pinnacle is proud to announce the launch of its new product: *'The HR Tool Kit'* - the must-have business accessory for 2008! The *'HR Tool Kit'* is ideal for those who, for whatever reasons, do not want to commit to outsourcing their HR. It provides the best of both worlds by:

- supplying the documentation they need to remain legal, and
- offering support to assist with their HR issues.

The *'HR Tool Kit'* comprises:

- Bespoke contracts of employment for your organisation



- Bespoke company handbook.
- Bespoke policies and procedures.
- Support for 12 months.

Yes, all this is drafted to suit the needs of your organisation and all for a *fixed one-off fee*. What can be better than that?

Interested in the *'HR Tool Kit'* and how we can use it to help your organisation?

Then call us on 0800 907 1015 or [e-mail us](#) today, or visit us on *Stand 76* at the [ISSBA Exhibition](#) to find out more, and what special incentives may be on offer.

Your questions answered

This month's edition has highlighted the importance of good HR practices and the significant difference it can make to the business's bottom line, and this is never more apparent when it comes to dismissing an employee and ensuring it is done within the law and/or minimising the risk arising from the dismissal to the organisation. This month's questioner asks:

Interesting question and is one of those situations with a horrible *'yes and no'* answer. It

'I know there is a statutory dismissal procedure that companies should follow, but is it really necessary to follow the procedure when dismissing someone who does not qualify for an automatically unfair reason for this dismissal and has less than the necessary one year's service to qualify for an unfair dismissal claim?'

is usually a matter for assessing the potential risk and making a decision either way.

Where an employee does not have a year's continuity of service, they cannot claim unfair dismissal and cannot claim automatically unfair dismissal because of your failure to comply with the procedure - so that's relatively straightforward.

A problem arises if the dismissal is held to be discriminatory. For example, if you dismiss someone and they happen to be black but have only worked for six months, they cannot claim unfair dismissal, but could claim race discrimination. And if you have conducted this dismissal without following the procedure, then they can claim the uplift of a 50% increase in the award because of your failure to follow the statutory dismissal procedure.

So the position is that you are probably safe not following the statutory procedure for those without a year's employment - but there is the risk, if the dismissal is found to be discriminatory, of an increase to their awards.

Therefore, in practice, if an employee has less than a year's service and the risk of a potential discrimination issue is very small, you are pretty safe not following the statutory dismissal procedure.

Further assistance

If you would like further information on any issues raised by this bulletin, or require advice or assistance with any other human resources matters, please call us today on 0800 907 1015 or [send us an email](#).

The information in this newsletter is of a general nature and is not intended to replace professional advice. We recommend you to ask for specific professional advice before taking any action.

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However, our advice would be to adopt a best practice approach and use the statutory or your own dismissals procedure for all dismissals.

In that way, you have negated the risk of any potential uplift at a tribunal and are embedding those HR practices into your business, which [the article above](#) has shown will increase your bottom line.

If you currently have a disciplinary or performance issue that you are trying to deal with that may lead to dismissal, and are wondering about the best approach - well, contact us today by [e-mail](#) or phone on 0800 907 1015 and we will be happy to advise you.

Likewise, if you have an issue or question you'd like us to cover in a later edition of the newsletter, please [e-mail us](#).