

How to: Optimise your People

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**HR PEOPLE
SUPPORT**

"THE PANDEMIC HAS ACCELERATED THE CAUSE AROUND THE NEED FOR SUPPORTING EMPLOYEES' MENTAL HEALTH AND WELLBEING."

Sarah Murphy, Associate Director for Advice
Information and Training, Mental Health U

"BUSINESSES NEED TO UNDERSTAND PEOPLE AS DRIVERS OF VALUE AND NOT JUST SOURCES OF COST, AND WELLBEING IS CRITICAL TO ENHANCING VALUE."

Peter Cheese, CEO, The Chartered Institute
of Personnel and Development

PUTTING PEOPLE FIRST AS A STRATEGY TO THRIVE POST-PANDEMIC.

Source: BITC "What if your job was good for you" June21

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How to: Optimise your People?

- ✓ Are people one of your biggest operational costs?
- ✓ As an employer, do you care about your people?

DATA



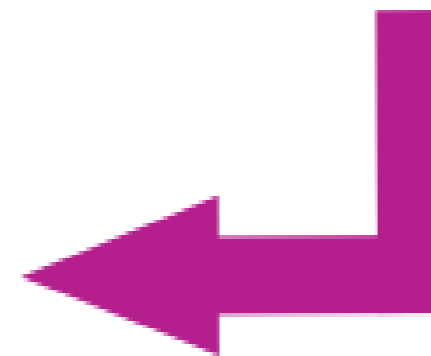
**Burnout /
Exhaustion /
Ill health**



**Sickness
absence**



Presenteeism



4.6 days sickness
absence per
employee, per
year (ONS, 2021)

46% worked when
not feeling well
enough (MHFAE,
2022)

Why do people work while sick?

A framework developed by Karanika-Murray and Biron (2019)¹³ has identified four main reasons:

Therapeutic

"It will take my mind off things and help my recovery"

Dysfunctional

"A downward spiral, impairing future health and productivity"

Overachieving

"I must maintain my standard of performance no matter how ill I am"

Functional

"I can do some work without taxing my health"

How to: Optimise your people?

- ✓ HOW many days sickness absence has your business lost in time/productivity?
- ✓ DO you understand the underlying reasons for time off sick?
- ✓ DO you staff work when they are unwell?
- ✓ HOW many of your team work over their hours?

Productivity

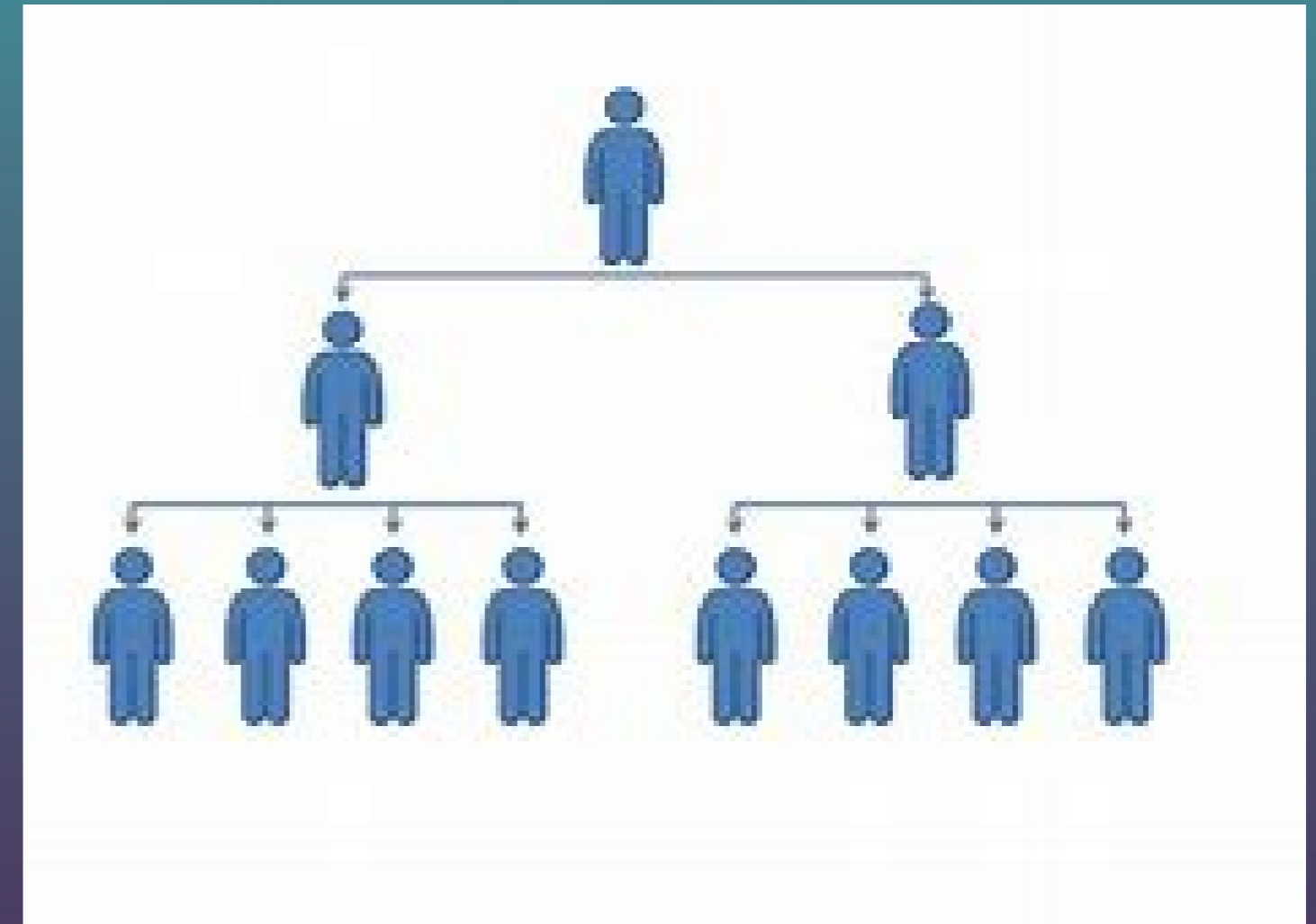
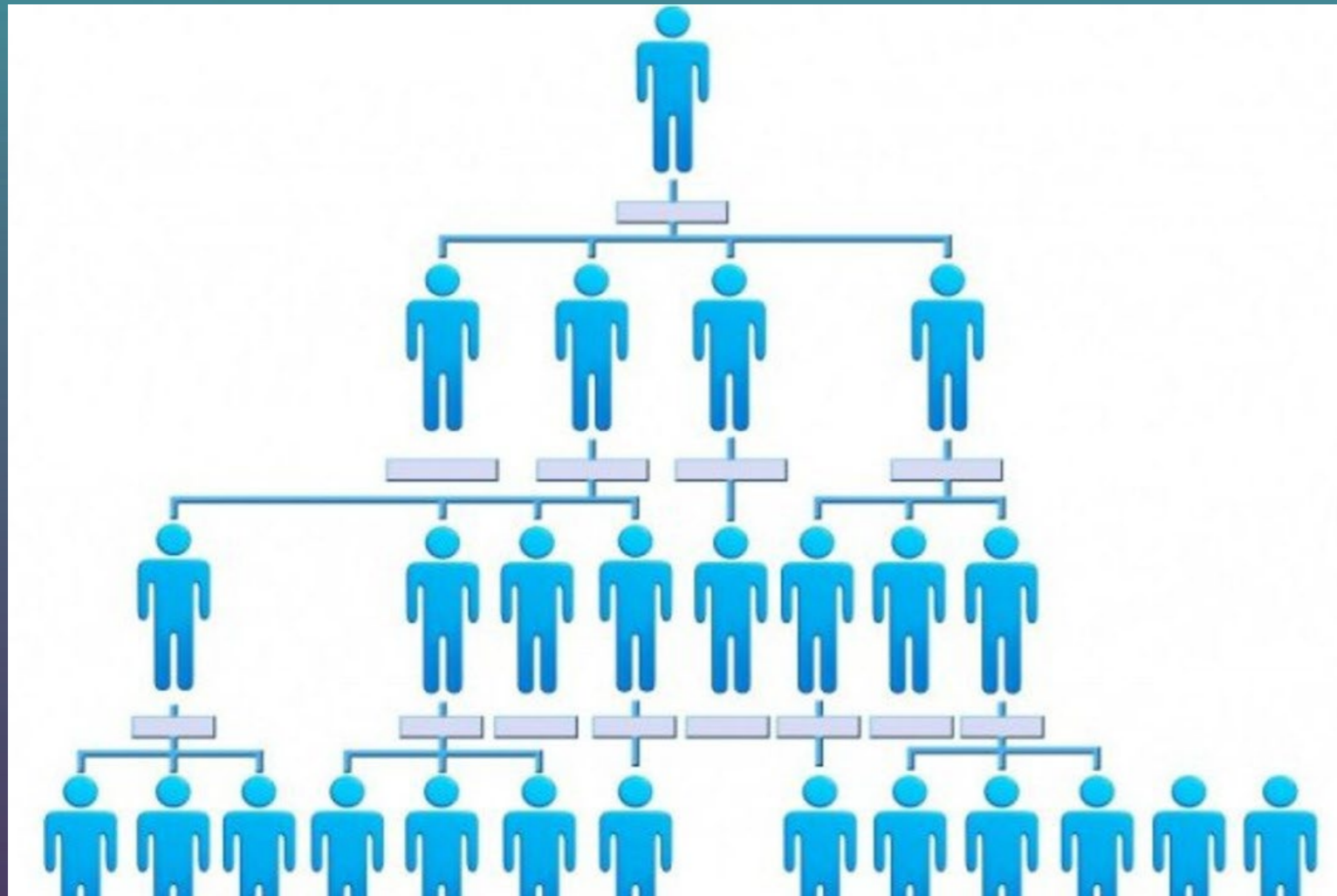
SMART GOALS	
S	SPECIFIC State exactly what you want to accomplish.
M	MEASURABLE Use smaller, mini-goals to measure progress.
A	ACHIEVABLE Make your goal reasonable.
R	REALISTIC Set a goal that is relevant to your life.
T	TIMELY Give yourself time, but set a deadline.

OKR	KPI
OBJECTIVE & KEY RESULTS	KEY PERFORMANCE INDICATOR
Ambitious goals	Attainable goals
Qualitative nature	Quantitative nature
Motivation tool	Performance Evaluation tool
Growth oriented	Output oriented

How to: Optimise your people?

- ✓ DO you need to align strategic objectives to measure outputs more readily?
- ✓ DO you have people who are not working effectively?
- ✓ DO you know what your next steps are to achieve performance improvement?
- ✓ ARE your managers equipped to manage performance improvement adequately, effectively and timely?

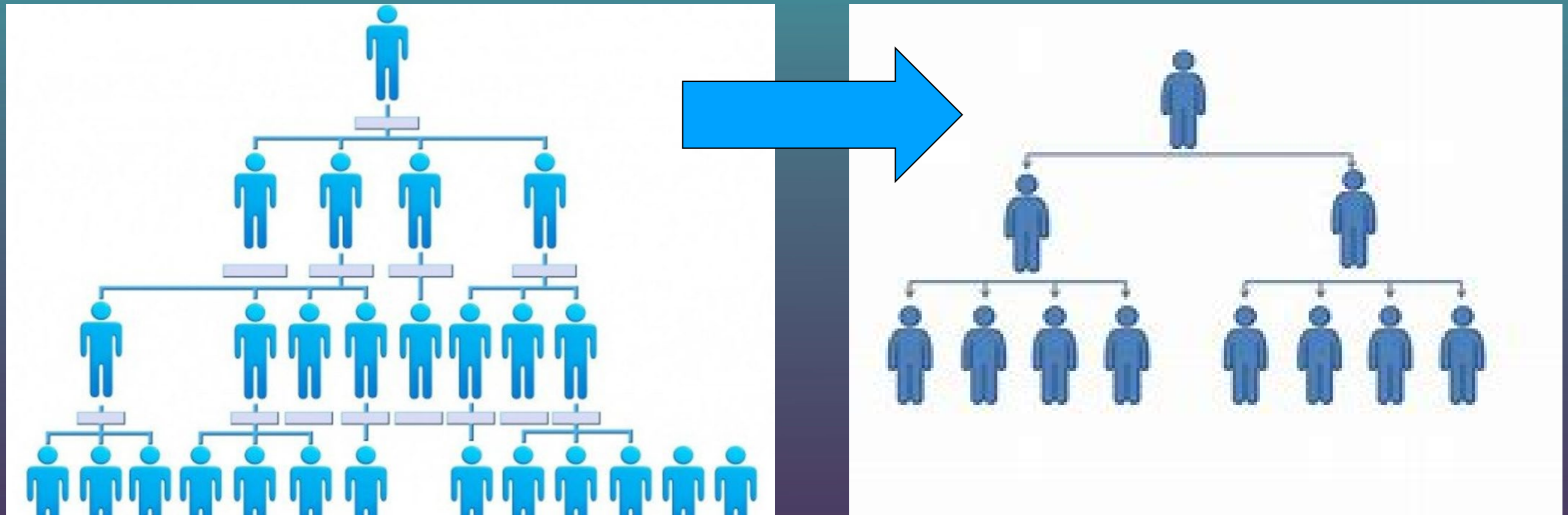
Organisational Structure



How to: Optimise your people?

- ✓ IS your organisational structure the most effective it can be?
- ✓ DO you have focussed teams/business units aligned to what the business requires?

Restructure



How to: Optimise your people?

- ✓ WHAT stage do you need to get to, to have to make difficult decisions?
- ✓ HOW much will it cost to restructure/reduce headcount?

Model restructure:



Next Steps....

What do you have?

What do you need?

How can you do that?

What are your next steps?

How to: Optimise your people?

- ✓ Absence and Wellbeing
- ✓ Measurement and Productivity
- ✓ Organisational Design and Structure

Resources

- ✓ [BITC “What if your job was good for you” June21](#)
- ✓ [Presenteeism during the COVID-19 pandemic May 2021.pdf \(som.org.uk\)](#)
- ✓ [MIND Wellness Action Plans](#)
- ✓ [OKRs - The secret to success is setting the right goals](#)

HR Policies and Procedures



Organisational structure and change management



GDPR Compliance



Our HR Specialisms

Recruitment and retention



Employee Engagement and Culture



Training and Development



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