

acas working
for everyone

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Fair Work
Good Work
High Performing
Workplace

A journey to getting it right

Acas 7 Productivity Levers

The key to Fair Work



7 levers of productivity

Skills

- Skilled line managers
- Effective conflict management

Processes

- Clarity about rights and responsibilities
- Well designed work

Values

- Fairness
- Strong employee voice

Get the balance right = high levels of trust

Skills



Skilled managers

- Encourage good practice
- Reward good performance
- Address poor performance
- Promote organisational values
- Give feedback
- Lead and communicate
- Develop staff
- Handle difficult conversations



Conflict management

- **Bring issues into the open**
- **Challenge shortcomings**
- **Lead to review processes/
procedures**
- **Create a focus on common
interests**
- **Leads to innovation**

Processes



Clarity about rights and responsibilities

- 250,000 calls a year to Acas Helpline on contracts
- Clear policies and procedures



Rights and responsibilities

- **Contracts**
- **Policies**
- **Procedures**
- **Employment law**



Implied duties

- 1** Duty of care
- 2** Duty of mutual trust and confidence
- 3** To provide a safe and secure working environment

Well designed work

- Increased job satisfaction and productivity
- Making the most of skills and knowledge
- Development of skills through continual learning and training



Well designed work

I can decide the
order of my
tasks each day

I can make
suggestions to
improve work
processes

I can work in
the office or
from home



Values



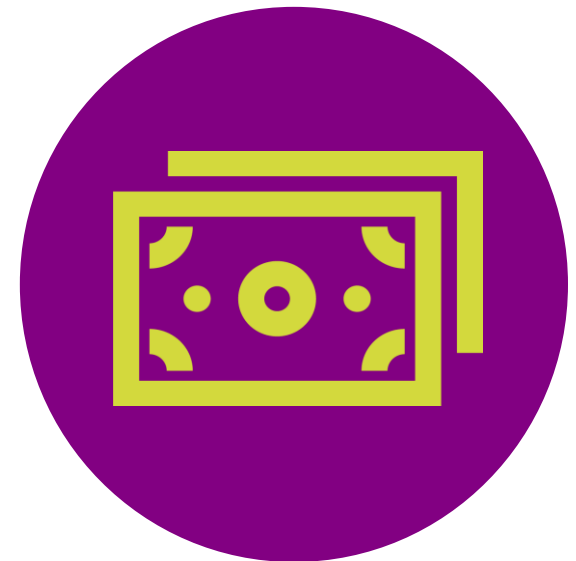
Fairness

- Health and wellbeing
- Work life balance
- Tackling unfair treatment
- Equality and diversity



The Equality Act says men and women in full-time or part-time employment have a right to the same pay and benefits where they are doing equal work either as:

- 'Like work' – in other words, work that is the same or broadly similar, or
- Work of equal value



Transparent pay systems



Should:

- **Be capable of being understood by everyone**
- **Be clear as to how each element of pay contributes to the total earnings**

Employee voices



Communicating



Listening



Consulting



Talking



Social media

- **Formal**
 - **Union recognition**
- **Formal**
 - **Consultation body with constitution**
- **Informal**
 - **Ad hoc meetings/ systems**

Engagement

Three main types:

- **Information/communication**
- **Consultation**
- **Negotiation**

- **Lack of clarity leads to unrest and/or dispute**

The provision and exchange of information and instruction to enable an organisation to function effectively and employees to be properly informed about developments

To All Employees:

Please note that at all future office parties and Company employee days there will be only one drink per person. Please bring your own cup.

Thank you,
Management



The process by which management and employees/representatives jointly examine and discuss issues of mutual interest and concern. Involves seeking acceptable solutions to problems through genuine exchange of views and information whilst management reserve the right to make decisions .

Consultation means:

- **Consulting whilst proposals are still at a formative stage**
- **Giving adequate information for meaningful consultation**
- **Giving adequate time to respond**
- **Conscientious consideration of the response and giving reasons if a proposal rejected**
- **A genuine exchange of views and information**
- **Seeking solutions to mutual problems**

Management have the right to make the final decision

The process of bargaining to reach a deal.

Implies acceptance by both parties that agreement between them is required (or is desirable) before a decision can be implemented .

- **IS THE PROCESS OF BARGAINING TO REACH A DEAL**
- **Both parties must have some level of commitment to do a deal**
- **Both parties must have the authority and will to vary the terms .**

Working Together: Joint Problem Solving



Enables management and employees and their representatives to identify, tackle and resolve issues together. Understanding of and commitment to outcomes achieved through consensus decision making. Solves problems on the basis that elements of the outcomes may need to be negotiated .

Problem Solving



- **Some pointers on working together effectively:**
 - **Allow representatives time to prepare – managers should do likewise !**
 - **Abide by rules, procedures and protocols**
 - **Don't become impatient**
 - **Be open and honest – no hidden agendas**
 - **Remember the need for mutual respect and trust**
 - **Explain the problem but don't rush in with the solution**
 - **Encourage and praise**
 - **Criticise constructively – avoid blame**

- **Share information early and often to build trust**
- **Don't be afraid of sharing bad news early**
- **Remember to share news of success and progress positively**
- **Always double check whether confidentiality is not just an excuse to avoid dialogue**
- **Be prepared and expect to answer the question “why?” even though it may be challenging .**

Benefit or Burden

- **When something is not maintained**
- **It potentially falls apart**

- Allows users to complete 'self-diagnosis' test
- Enables users to understand strengths and weaknesses within organisations
- Identifies practical steps to get the best out of staff
- Produces a report with further advice and support
- Register at: www.acas.org.uk/productivitytool

Questions?

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