

Social Enterprise Training

Workshop 4 Operations



Monaghan LEADER Training Initiative

Facilitated by
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Monaghan Integrated
Development



Monaghan Local Action Group



Monaghan Local Community Development
Committee



LEADER 2015-2020 Programme



Department of Rural and
Community Development

As Bain Teoranta
Taithe agus Peabai



The European Agricultural Fund
for Rural Development:
Europe investing in rural areas



Agenda

- Planning Operations: Start-up or development
- Operations planning: capacity utilisation and segments served
- Mapping the customer journey
- HR configuration: implications of working with employees, sub-contractors, work placement participants, interns, volunteers
- HR challenges of working with a combination of staff and volunteers
- Staying on the 'right side' of employment law

Planning Operations

Planning:

- What are the implications for a start-up or developing enterprise?
Infrastructure and capacity utilisation
- The Customer Journey, market segments targeted, services delivered and max. customer numbers that can be accommodated
- HR implications: what mix of staff and volunteers is required to deliver quality services?

Staff and Volunteering Options

- Sub-contractors and suppliers
- Employees
- Work placement participants: CE, TÚS, RSS
- Interns
- Volunteers

Implications?

E.g. Control and reliability; Cost and quality

HR Challenges

Hosting a Work Placement Participant and Interns:

- Annual Work Plan: purpose of placement
- Role Descriptor: tasks and desired skillset
- Relationships:
 - . Procedure for liaising with LDC/College over difficulties
 - . Progression opportunities
 - . Working role and responsibilities
 - . Assigning work, feedback, supervision
 - . Working environment

Recruitment

The side of Employment Law starts with recruitment.

Don't hire a problem!

- Develop a job profile – description & specification
- Determine recruitment method(s) to be used
- Conduct preliminary screening of applicants
- Conduct employment interview(s)
- Conduct employment test (where relevant)
- Conduct reference checks
- Make selection decision

Interviews

- Review the job profile
- Prepare a structured set of questions
- Review the applicant's information
- Put the interviewee at ease
- Ask questions and listen carefully
- Close by telling the applicant the next steps in the process
- Write the evaluation immediately

Employee Performance

- Employee Performance:
 - Competence (recruit & train)
 - Commitment (motivate & reward)
 - Confidence (provide feedback & empower)
- Develop performance within a supportive workplace culture

Factors Affecting Performance

- Goal setting improves performance
- Feedback at regular intervals helps
- What you reward gets done
- Reward schedule affects performance
- Committed staff increases customer satisfaction

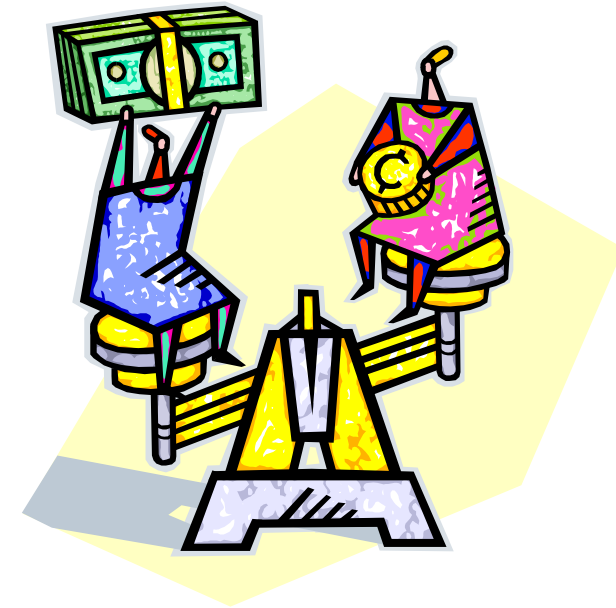
Factors Affecting Performance

- People will only apply effort when they believe that effort will produce results
- A person likes to feel that he/she is a positive/good person
- Most people will follow others and typically want to feel part of a group
- Envisioning success helps to improve success

Motivating and Rewarding Staff

Equity Theory of Motivation

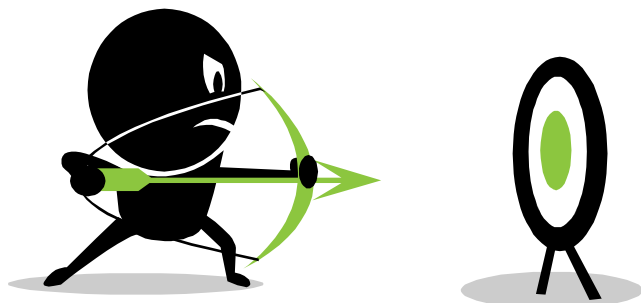
- Comparison other
- Weighing up inputs versus outputs



Motivating and Rewarding Staff

Goal-setting Theory of Motivation

- Employees are motivated by clear goals and appropriate feedback: clarity, challenge, commitment, feedback, task complexity



Role of Performance Reviews

- Monitor, evaluate and approve the employee's performance
- Give specific feedback to employees
- Facilitate communication and mutual understanding
- Discuss difficulties and sources of conflict
- Help the employee manage the workload
- Identify training needs
- Plan and set targets for the work

Staff Development

- Employee training profiles
- Training needs assessments
- Succession planning
- Individual career interests and experience

Avoiding Unfair Dismissal Claims

Essential Policies and Procedures

- Equal Opportunity Policy
- Recruitment practices
- Interview procedures
- Grievance policy
- Policy and procedures on harassment
- Anti-Bullying Policy
- Performance Reviews and Appraisals
- Relevant Company Records

Custom and Practice

If a disciplinary issue arises that could lead to dismissal, three points needed to be considered around the dismissal issue:

1. What is in the employee's contract?
2. What is the relevant legal requirement?
3. What is taking place in reality?

Health and Safety

- Health and Safety Policy
- Operational Procedures
- Manual Handling Training
- Safety Training
- Accident Records
- Relevant Data Records – what story does the timesheet tell?

Review

In workshop 5, we will look at the details required to complete sections 3 and 4 of the business plan i.e. marketing and operations.