



Pictured - Jay Bhayani

Retaining Talent in the Workforce

Recently Watson Esam's employment team has advised many businesses on redundancies and restructuring. Fortunately this is now slowing down and businesses want to know how they can retain and nurture the remaining talent in their workforce.

One of the best ways of doing this is to have a performance management strategy. To be effective and motivating, the strategy needs to encompass the goals, culture and style of the business, improve the quality of relationships and manage performance, development and behaviour throughout the business.

We are frequently asked how to ensure that performance management is effective and not simply a form filling exercise that comes around once a year. Primarily, we recommend that managers are trained properly, that they understand what the business expects of them and their teams and how performance review will help deliver that. Watson Esam delivers training sessions that help owners and managers develop effective performance management and leadership skills to support staff in achieving objectives, give effective feedback and ensure that staff contribute to the success of the business. The training covers a range of tools needed to develop a strategy, including:

- Developing the policy and procedure;
- Appraisals – not as a stand alone tool, but integrated into a continuous cycle of performance management;
- Personal development plans (PDPs) – actions for development;
- Coaching – continuous and known to improve job performance;
- Developing and measuring competences and competencies;

- Measuring performance and achievement – what to measure and how;
- Systems of pay progression linked to performance – performance related pay (PRP), competence related pay and team based pay;
- Managing poor performance - leadership issues, management and effective policies and procedures;
- Remedies – identifying, analysing and assessing problems and agreeing actions;
- Future & succession planning.

Inevitably problems arise that cannot be fixed without the need for grievances and disciplinary action. Watson Esam's employment team have many years experience of helping businesses deal with these issues without falling foul of the law. We can help to develop exit strategies and when all else fails, we can represent you at employment tribunals. Ask about our employment protection scheme, backed by an insurance policy, which can pay for the cost of representation and any compensation awarded.

For further information about performance management or any employment issue contact Jay Bhayani on 0114 275 3350 or email jay.bhayani@watson-esam.co.uk

Further information: Watson Esam is one of the oldest established legal firms in Sheffield practising from its offices in Paradise Square. A medium sized firm with approximately 40 staff, it is well known for delivering first class services to businesses in South Yorkshire. Jay Bhayani is senior partner and head of the firm's employment department. She is a former winner of Yorkshire Lawyer Employment Lawyer award (2005) and was short listed for the Yorkshire and Humberside Institute of Directors Adviser of the Year Award 2007. She specialises exclusively in contentious and non contentious employment law. She has dealt with high profile and complex cases acting primarily for employers. Jay is recognised as one of the leading employment law specialists in Yorkshire and is named in the Legal 500 as such.

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