



Rural Community Cooperative Facilitator (CCF)



Training Course – Module 7 – Effective Human Resources Management

<http://www.entcom.eu>

ENTCOM – Entrepreneurship and Community Cooperatives

Project Number: 2014-1-IT02-KA204-003631



7: Effective Human Resources Management

Skill Topic Area: Project task allocation, delegation, interviewing skills, staff management issues and resolving conflicts.



Human Resource Management (HRM) is the function within an organization or group that focuses on the recruitment of, management of, and providing direction for the people who work in an organization.

This Module covers the following:

- Project Management (*as it relates to HRM*)
- Delegation
- Interviewing
- Body Language
- Conflict Resolution
- Mediation
- Stress Management
- Time Management

HRM is also a strategic and comprehensive approach to managing people which can include workplace culture and environment. Effective HRM enables people to contribute effectively and productively to the organisations overall direction and the accomplishment of shared goals and objectives.

HINTS & TIPS

All organisation need rules or policies so that volunteers know what is expected of them and what the organisation is doing for them in return. A short, staff or volunteers handbook of policies and procedures can be produced and given to all upon starting with the organisation and is perfect for use in a small business, or any enterprise where people have agreed to join and work together to achieve a common goal.



The handbook should contain some or all of the following:

About the Cooperative

Why it exists – its' aims and objectives.

Hours of Operation/Work Schedules

When people are working together and what they are doing.

Attendance Policy and Sick Days

Who to contact if you can't work on a day that has been previously agreed.

Equality Policy

A policy that states all volunteers will be treated, fairly and equitably and to ensure that policies and procedures do not discriminate directly or indirectly against any group or individual on any unjustifiable grounds.

For in depth information please view

<http://simply->

[docs.co.uk/Recruitment Document Templates/Equal Opportunity Diversity Policy and Guidance?utm_source=bing&utm_medium=cpc&utm_campaign=Equality,%20Diversity,%20Discrimination&utm_term=Equality%20Policy&utm_content=Equality%20Matched](http://simply-docs.co.uk/Recruitment_Document_Templates/Equal_Opportunity_Diversity_Policy_and_Guidance?utm_source=bing&utm_medium=cpc&utm_campaign=Equality,%20Diversity,%20Discrimination&utm_term=Equality%20Policy&utm_content=Equality%20Matched)

Termination

Under what circumstances can a volunteer be told they are no longer required on a project.

Drug and Alcohol Policy

A clearly stated policy which leaves individuals in no doubt about the organisations stance on the use of drugs and alcohol during working hours.

More detail can be found as follows:

[http://simply-docs.co.uk/Employment and Staff Handbook Policies/Drugs Policy](http://simply-docs.co.uk/Employment_and_Staff_Handbook_Policies/Drugs_Policy)

[http://simply-docs.co.uk/Employment and Staff Handbook Policies/Alcohol Policy](http://simply-docs.co.uk/Employment_and_Staff_Handbook_Policies/Alcohol_Policy)

Health and Safety Policy

The **Health and Safety Policy** is one of the most important documents you will have, as it sets out what your organisation will do to ensure the safety of those who work for you and who may be affected by work activities. This policy should also include details on what is expected of individuals in order to ensure their own and others safety in the workplace.

Smoking Policy

[http://www.cancer.org/healthy/stayawayfromtobacco/smoke-](http://www.cancer.org/healthy/stayawayfromtobacco/smoke-freecommunities/createasmoke-free workplace/smoking-in-the-workplace-a-model-policy)

[freecommunities/createasmoke-free workplace/smoking-in-the-workplace-a-model-policy](http://www.cancer.org/healthy/stayawayfromtobacco/smoke-freecommunities/createasmoke-free workplace/smoking-in-the-workplace-a-model-policy)

Telephone and Computer Use Policy

If your volunteers will be using shared IT facilities then this site <http://www.twc.state.tx.us/news/eft/internetpolicy.html> will allow you to formulate appropriate guidelines.

These are just some suggestions to enable you to let volunteers know the parameters in which they will operate. For the HRM practitioner they leave no areas of doubt or ambiguity by ensuring all people are treated equally.

PROJECT MANAGEMENT (as it relates to HRM)

The objective of project management is to assist each project's transition from chaos to sanity and ultimate completion.

Project managers are used in many organisations to manage tasks as diverse as budget, timeline and daily, weekly and monthly tasks.

You may not be a project manager – you may not have managed a project before but you will have managed tasks in your own life – for example decorating a room or booking a holiday.

Project management of larger tasks will mean you may need some simple 'tools' to help you create a realistic plan to enable you to see at a glance what stages of a project have been completed, what still remains to be done, time left, people engaged etc. etc.

Central to all of this is keeping the work organized and keeping people who are working with you informed and happy. In short – COMMUNICATION.



<http://www.bing.com/videos/search?q=JULIAN+TREASURE+youtube&&view=detail&mid=501056B32F838E85548C501056B32F838E85548C&FORM=VRDGAR>

Good project managers are usually people who are good communicators who don't shy away from speaking to people in person about a variety of topics – some of which will be easy and some more difficult in nature.

However a good project manager also knows that all people do not communicate in the same way. So the project manager's job is to come up with a structure that works for everyone on the team. This

can be achieved by getting to know the team you are working with and understand how they work and communicate. This is invaluable when trying to motivate a team to accomplish deadlines and even simple goals.

If you put the time and effort into getting to know your team and creating a plan WITH them, everyone will buy in and right from the start communicate in a way that makes them comfortable which leads to deadlines met with less effort and confusion.

A: Good Communications

Remember that we're all humans. Everyone communicates differently but there are some simple standard steps to make communication easier. For example

Status meetings – regroup on a regular basis to talk about progress.

Be open and honest about how the project is progressing in terms of timeline, money, personnel etc.

Status report – compile a short report (one page) on a one or two weekly basis that can either be handed out to individuals or pinned in an area where it is visible to all.

Set and manage expectations of what the team will deliver. It's good practice to sit down with your team at the beginning of a project to explain the overall scope and once again to get their input and buy in to the project. You may not have all the answers – but they need to know that you are comfortable with them and confident in their abilities.

Changes – if changes happen (and they will!) during the course of the project make sure everyone is aware of them and what they mean to the project.

Seek feedback. Individuals who come together for a project have a vast amount of skills, knowledge and experience that you can use. Involve the team.

Celebrate project milestones and encourage the team to do the same.

DELEGATION

Delegation can be viewed by the volunteer or employee who receives it as just more work to do.

Admittedly, any job has its share of mundane tasks that have to be completed.

However if you find yourself overwhelmed by your workload then effective delegation can be the answer.

Here are some rules on how to be an effective delegator.

- Whenever possible, when delegating work, **give the person a whole task to do**. If this is not possible, make sure they understand the overall purpose of the project or task. If possible, connect them to the group that is managing or planning the work. People contribute most effectively when they are aware of the big picture.)
- Make sure the person **understands exactly what you want them to do**. Ask questions, watch the work performed or have the person give you feedback to make sure your instructions were understood.

- If you have a picture of what a successful outcome or output will look like, **share your picture with the person**. You want to make the person to do it right. You don't want to fool the person to whom you delegate authority for a task, into believing that any outcome will do, unless you really feel that way.
- Identify the key points of the project or dates **when you want feedback about progress**. This is the critical path that provides you with the feedback you need without causing you to micromanage. You need assurance that the delegated task or project is on track. You also need the opportunity to get the team to reflect on the project's direction and decisions made.
- Identify the **measurements or the outcome** you will use to determine that the project was successfully completed. By doing this you will be able to measure how the task was completed and also identify any skills gaps of the person which will enable better planning in the future.
- Determine, in advance, how you will **thank and reward the person** for their successful completion of the task or project you delegated.
- Successful delegation takes time and energy, but it's worth the time and energy to help individuals succeed, develop skills and meet the requirements of the project. Building the individuals self-confidence is important as people who feel successful usually are successful.



<http://www.bing.com/videos/search?q=DELEGATION+youtube&&view=detail&mid=324D73AB9FA531E43236324D73AB9FA531E43236&FORM=VRDGAR>

INTERVIEWING

Finding the 'right' volunteers can be time consuming, stressful and costly. Anyone who has had to hire employees knows the process can consume most of their working day.

Here are some simple steps to make the process easier and less time consuming.

A: Job role

Write a job description. Examples can be found at

<http://www.samplejobdescriptions.org/examples-of-writing-job-descriptions.html>

This document should NOT be a catch all. Be realistic about what you want the person in the role to achieve and the skills, knowledge and experience required to fulfil the job role.

Write a person specification. Examples can be found at http://www.volresource.org.uk/samples/pers_spec.htm

Writing these two documents gives you your selection criteria and will dictate the questions you will ask candidates at interview and also if you need to test the applicants skills on the day of interview. For example if the job requires good IT skills a short 5 minute test is in order.

B: Advertising

There are many ways of advertising for volunteers. Formal ways are through paid advertisements e.g. local media (newspapers and radio), through recruitment organisations and also placing an advert on the Internet with organisations who specialise in recruiting volunteers e.g. <https://www.ncvo.org.uk/ncvo-volunteering/find-a-volunteer-centre>; <https://do-it.org/>

Informal ways are through networking – using word of mouth through contacts and also speculative ways e.g. writing to the HR department of local companies asking them to put your advertisement on their notice boards.

All of these ways need you to be specific about the person you are looking for and the skills, knowledge and experience you would like them to have. Don't ask for a PhD in Astrophysics if a chemistry degree will suffice!

Decide how you want applicants to apply – by sending a CV, completing an applications form (basic ones can be found at http://www.volresource.org.uk/samples/pers_spec.htm) are usually best. Decide on a deadline date after which applications will not be accepted.

C: Applicant screening

One of the most important, yet time consuming aspects of recruitment of volunteers is sifting through all the CV's and/or application forms put forward for the role.

The first step is to go back to your Job description and person specification and highlight the essential criteria and use these to 'score' each applicant.

Take some time to review each candidate's details thoroughly to make sure the person has the skills, knowledge and experience you're looking for.

By doing this you should develop a short list of people you want to interview. Contact them as soon as possible to let them know

- their application has been successful,
- where the interview will take place,
- the date and allotted time for the interview,
- any items they need to bring with them (for example copies of professional certificates),
- tell them who will interview them and
- if they will be required to complete any tests.

Finally ask that they confirm they will be attending.

D: Interviews

Preparation is the key to being a good interviewer.

Decide who will interview. It's a good idea to have a colleague interviewing with you so that you get a balanced view of the interviewees. Make sure you plan ahead to work out who is going to ask which questions, who will collect candidates from the waiting room and so on. You want to give the impression of a smooth operation on the day, so ensure everyone knows their role. Remember it is a two-way process.

Read CVs/application forms before the interview. Make sure you are familiar with candidates' names as this will enable you to address them more confidently on the day and it avoids having to hastily try to work out someone's background while they are sitting opposite you. Prepare your questions. In the interests of fairness and in order to keep to time all candidates should be asked the same questions.

If you have to maintain an official paper trail of your decisions from application to selection make sure you keep up with the paperwork and do it promptly and efficiently. Any delays on your part may result in candidates not being informed of a decision on time. It is also a good idea to keep hold of the evidence from the interviews so that you can defend your decision if called upon to do so.

Interviewing can mean a long day, particularly if you need to make a decision on the same day, involving intense contact with people you do not know, with only a few short breaks in between meetings. Set the times of interviews so that you have a short break in between candidates. This will allow you to write notes, gather your thoughts and quickly look over the next candidate's details.

Being an interviewer means you are representing your organisation and you need to do so professionally and competently. Dressing smartly, and coming across with a confident but respectful manner will put candidates and your fellow interviewers at their ease.

When putting together the job description you will have worked out with colleagues what sort of candidate you are looking for. However, the interview is the chance for you to also find out whether someone who is good on paper would be good to work with. So consider how each candidate might fit into your team or department, on a personal as well as professional level.



If you are seeing four or five people consecutively it will be easy for you to muddle them up at the end of the day when trying to make a decision. So keep good notes of your impressions throughout the interviews, you will be able to make a more informed decision later.

We have all been through the anxiety of being interviewed and waiting to hear the panel's decision, so if you are on the other side of the fence and have to get paperwork submitted or even contact candidates yourself, don't keep them waiting too long!

Once your chosen candidate has accepted the position, work with him or her to ensure that the first experience of your organisation is a positive one. Act as a contact point for queries, or simply offer a friendly face. This will help to ensure that the transition from interviewee to colleague is an easy one.

SAMPLE QUESTIONS TO ASK WHEN INTERVIEWING VOLUNTEERS

What sort of environment do you enjoy working in?

What is your greatest strength and how does it help when you volunteer?

Are you involved in any other projects or organised activities?

What are your expectations of this volunteer position?

How much time can you give this position?

Why are you volunteering?

Talk me through your work history.

How does your work history fit in with this volunteering position?

When working as a volunteer in the past have you ever felt your work went unappreciated?

Can you recall a time when you were a member of a group and 2 other people didn't work well together? What did you do to resolve the situation?

What do you do in your free time?

Do you have any weaknesses? What are you doing to improve them?

How did you hear about this volunteering opportunity? Why do you want to help others?

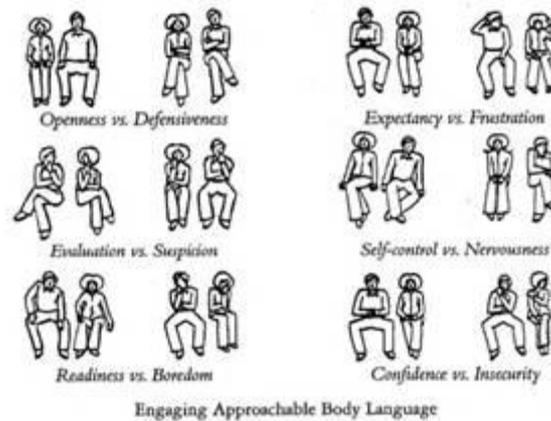
What types of people do you enjoy working with?

Why does our organisation interest you?

What keeps you motivated?

BODY LANGUAGE

Body language says a great deal of how we communicate, and reflects quite accurately what's going on inside us.



Body language includes body movements and gestures (legs, arms, hands, head and torso), posture, muscle tension, eye contact, skin colouring (flushed red), even people's breathing rate and perspiration. Additionally, the tone of voice, the rate of speech and the pitch of the voice all add to the words that are being used.

It is important to recognize that body language may vary between individuals, and between different cultures and nationalities. The difference between the words people speak and our understanding of what they are saying comes from non-verbal communication, otherwise known as "body language". By developing your awareness of the signs and signals of body language, you can more easily understand other people, and more effectively communicate with them.

There are sometimes subtle – and sometimes not so subtle – movements, gestures, facial expressions and even shifts in our whole bodies that indicate something is going on. The way we talk, walk, sit and stand all say something about us, and whatever is happening on the inside can be reflected on the outside.

By becoming more aware of this body language and understanding what it might mean, you can learn to read people more easily. This puts you in a better position to communicate effectively with them. What's more, by increasing your understanding of others, you can also become more aware of the messages that you convey to them.

There are times when we send mixed messages – we say one thing yet our body language reveals something different. This non-verbal language will affect how we act and react to others, and how they react to us.

A: First Impressions and Confidence

Recall a time when you met someone new at work. Or think about the last time you watched a speaker deliver a presentation.

What were your first impressions? Did you sense confidence or a lack of confidence in them? Were you convinced by them? Did they stride into the room, engage you and maintain eye contact or were they tentative, shuffling towards you with eyes averted, before sliding into a chair? What about their handshake – firm and strong or weak and limp?

As you observe others, you can identify some common signs and signals that give away whether they are feeling confident or not. Typical things to look for in confident people include:

- Posture – standing tall with shoulders back.
- Eye contact – solid with a 'smiling' face.
- Gestures with hands and arms – purposeful and deliberate.
- Speech – slow and clear.
- Tone of voice – moderate to low.

As well as deciphering other people's body language, you can use this knowledge to convey feelings that you're not actually experiencing. For example, if you are about to enter into a situation where you are not as confident as you'd like to be, such as giving a big presentation or attending an important meeting, you can adopt these 'confidence' signs and signals to project confidence.

B: Lying

Of all the non-verbal body language that we may observe, being able to tell whether a person is lying or not will stand you in good stead.

Some of the typical signs and signals that a person is lying include:

- Eyes - little or no eye contact, or there may be rapid eye movements, with pupils constricted.
- Hand or fingers are in front of his or her mouth when speaking.
- His or her body is physically turned away from you, or there are unusual/un-natural body gestures.
- His or her breathing rate increases.
- Complexion changes such as in colour; red in face or neck area.
- Perspiration increases.
- Voice changes such as change in pitch, stammering, throat clearing.

As with all non-verbal language, it's important to remember here that everyone's personal body language is slightly different. If you notice some of the typical non-verbal signs of lying, you shouldn't necessarily jump to conclusions, as many of these signals can be confused with the appearance of nervousness. What you should do, however, is use these signals as a prompt to probe further, ask more questions and explore the area in more detail to determine whether they are being truthful or not.

Further clarification is always worthwhile when checking out your understanding of someone's body language, and this is particularly true during job interviews and in negotiating situations.

C: Interviews, negotiations and reflection.

What do you do when you are asked a really good question? Do you ponder for a few moments before answering?

You might simply blurt something out without taking time to think about the answer, or you could take a moment to reflect before answering. By taking some time to reflect on your response, you are indicating to the questioner that they've asked you a good question and it is important enough for you to take some time to consider your answer.

Be that in an interview situation or when negotiating something with someone, showing that you are indeed thinking over your answer is a positive thing. Some typical signs and signals that a person is reflecting on their answer include:

- Eyes look away and return to engage contact only when answering.
- Finger stroking on chin.
- Hand to cheek.
- Head tilted with eyes looking up.

So, whether you are on the receiving end of someone pondering, or you are doing the pondering, there are certain gestures that give it away.

D: One size does NOT fit all

We mentioned earlier that each person is unique, and that their signs and signals might have a different underlying cause from the ones you suspect. This is often the case when people have different past experiences, and particularly where cultural differences are large. This is why it's important to check that your interpretation of someone else's body language is correct. You might do this through the use of further questions, or simply by getting to know the person better.

To help practice and further develop your skill in picking up body language, engage in people-watching. Observe people – be that on a bus/train or on television without the sound – and just notice how they act and react to each other. When you watch others, try to guess what they are saying or get a sense of what is going on between them.

Even if you do not get the chance to check whether you are correct in your assessment, you will be developing your observational skills. This in turn can help you to pick up signals when you are interacting with others.

CONFLICT RESOLUTION

Conflict can be positive and healthy, as well as a learning and growing experience. In some instances conflict can be an exciting and inspiring experience.

Conflict often leads to a closer examination of issues and assessment of situations and can result in creative and new ways of interacting. Relationships can be established and strengthened or terminated in a satisfying way.

Conflict can be the root of personal and social change.

Conflict is competitive behaviour between people. Some view conflict as adversarial, with a winner take all mentality, while others think conflict is a problem that needs to be solved. Some question the premise that conflict needs to be viewed as a problem at all.



<http://www.bing.com/videos/search?q=conflict&&view=detail&mid=ED6B6C0C941B719B2CDFED6B6C0C941B719B2CDF&FORM=VRDGAR>

When you find yourself involved in a conflict situation, you might look for the source of the problem. By determining the primary basis or birthplace of the conflict, you can plan a more effective manner to manage it.

INTEREST Conflicts Occur When People

- compete over perceived or actual needs
- feel the need to dominate
- have a different manner of doing things

Possible Solution to Interests Conflict:

- *ask why it is important to the person*
- *move away from positions*
- *look for ways to expand options creatively*
- *separate what you “want” from what you really “need”*

STRUCTURE Conflicts Occur When People:

- have unequal control, ownership, or distribution of resources
- have geographic, physical, environmental, or time barriers
- are affected by policy, rules, or regulation
- develop destructive patterns of behaviour or interaction

Possible Solutions to Structure Conflicts:

- *reallocate control or ownership of resources*
- *clearly define and modify the roles*
- *replace negative behaviour patterns*
- *establish interest-based negotiation*

VALUES Conflict Occur When People:

- have perceived or real incompatibility of belief systems
- have different ways of life, ideology, or religion
- insist their own values are the only ones that are right
- have different criteria for evaluating ideas or behaviour

Possible Solutions to Value Conflicts:

- *avoid defining the issue in value terms*
- *search for an overriding goal that all parties share*
- *create a safe haven for different sets of values*
- *allow parties to agree to disagree*

RELATIONSHIPS Conflict Occur When People

- have strong emotions
- have misperceptions or stereotypes
- have inadequate or bad communication
- have a long term relationship or repetitive negative behaviour

Possible Solutions to Relationship Conflicts:

- *establish rules of engagement*
- *clarify perceptions and build positive ones*
- *improve the quantity and quality of communications*
- *legitimize feelings through constructive dialogue*

DATA Conflict Occur When People:

- lack information necessary to make good decisions
- are misinformed
- hold different views over what is relevant
- disagree over how data was gathered
- disagree over what data means

Possible Solutions to Data Conflicts:

- *agree on what data is important*
- *establish a mutually acceptable collection process*
- *create a mutual assessment process*
- *use neutral experts for decision-makers*

MEDIATION**What is Mediation?**

Mediation is the logical extension of negotiations when parties are at impasse or cannot move in a mutually satisfying direction within their dispute.

In some cases parties employ a trained, neutral, and impartial person(s) to assist them in identifying issues and interests. This interest-based negotiation with the mediator identifies options and choices, which the parties may elect in satisfaction of their needs.

It is different from positional bargaining in that parties are asked to listen actively, not argue, focus on the problem, and satisfy each other's needs. The parties retain control of the process, although others can be invited to participate.

Reframe	Ask for their advice and opinion. Ask, "Why do you want this?"; "Help me understand why."; "Can I tell you why this is important to me?"
Ask Problem Solving Questions	Ask, "Why not this?"; "What makes that a fair outcome?"; Ask "what if" questions with sincerity.
Focus on the Problem	The other person is not the problem; identify the critical issues for all involved.
Involve the Other Side	Give them ownership in the resolution; don't sell your ideas but engage in joint problem solving.
Satisfy Interests	Ask what's important to them, agreement should be reached in dignity and respect for each person.
STEP 4	
Use Reality to Educate	Try not to be threatening and aggressive but realistic and sincere.
Forge a Lasting Agreement	Force or misunderstanding will undo what you thought was done; aim for mutual satisfaction not total victory.

Each of these styles of conflict management is useful and appropriate in certain situations, and no one style is considered to be best. Each represents a set of useful skills that increase the chances of a successful outcome. It is important to realize that although every style has its strengths, each also has its weakness. In conflict management, the skill is to analyse each situation carefully to determine which style will be most effective.

Avoidance reflects a desire to evade the matter at issue. The person who uses this style neglects his/her own needs as well as those of the other party by not raising or addressing the conflict issue. This approach is neither assertive nor cooperative and produces a lose/lose outcome.

Accommodation indicates a willingness to meet the needs of the other people involved at the expense of your needs. Cooperation is the primary behaviour manifested with this style. Unlike the competitor and the collaborator, the person who accommodates does not behave assertively, and this produces a lose/win outcome.

Competition indicates a desire to meet your needs and a lack of interest in the needs of the others involved in the conflict. In using this style, the competitor uses some form of power, which may be connected with position, rank, expertise, or ability to persuade or coerce. This approach produces a win/lose outcome.

Compromise reflects a desire to find a solution that will meet the needs of everyone involved. The person who approaches conflict with compromise in mind expects the outcome to be mutually acceptable and somewhat satisfying to all parties. They expect to give up something in order to reach a solution that everybody can live with. They think successful resolution must involve mitigation, and their style is both assertive and cooperative. This approach produces a win some/lose some outcome.

Collaboration reflects a desire to meet the needs of all people involved in the conflict. The collaborator is highly assertive, like the competitor; however, unlike the competitor, the collaborator cooperates with everyone involved in order that all needs are acknowledged as important, alternative solutions and consequences are identified, and the solution that meets each person's needs is chosen and adopted. This produces a win/win outcome.



STRESS MANAGEMENT

Stress is a part of life. Most of us feel stressed at one time or another. Whether we talk of job related pressures or any sort of tension induced by personal relationships and family problems, stress affects all of us. There are many day-to-day situations that can bring stress in our lives and each person is different in respect of what constitutes personal stress. Avoiding these situations may prove to be an impossible task. The solution, therefore, lies in knowing how to manage stress

Here are some helpful topics to think about:

A: Be active

If you have a stress-related problem, physical activity can get you in the right state of mind to be able to identify the causes of your stress and find a solution. Exercise won't make your stress disappear, but it will reduce some of the emotional intensity that you're feeling, clearing your thoughts and enabling you to deal with your problems more calmly.

B: Take control

There's a solution to any problem. Feeling a loss of control is one of the main causes of stress.

The act of taking control is in itself empowering, and it's a crucial part of finding a solution that satisfies you and not someone else. If you never have enough time to finish your tasks, better time management will help you regain control of your day.

Good time management doesn't mean you do more work. It means you focus on the tasks that matter and will make a difference. Whether it's in your job or your lifestyle as a whole, learning how to manage your time effectively will help you feel more relaxed, focused and in control.

C: Connect with people

A problem shared is a problem halved. A good support network of colleagues, friends and family can ease your work troubles and help you see things in a different way. The activities we do with friends help us relax and we often have a good laugh with them, which is an excellent stress reliever.

D: Have some 'me time'

Extra hours in the workplace mean that people aren't spending enough time doing things that they really enjoy.

E: Challenge yourself

Setting yourself goals and challenges, whether at work or outside will help you deal with stress.

F: Avoid unhealthy habits

Don't rely on alcohol, smoking and caffeine as your ways of coping. Over the long term, these won't solve your problems. They'll just create new ones.

G: Help other people

Evidence shows that people who help others, through activities such as volunteering or community work, become more resilient. Helping people who are in situations worse than yours or where people come together to achieve a common aim will help put problems into perspective,

H: Work smarter, not harder

Good time management means quality work rather than quantity. Working smarter means prioritising your work, concentrating on the tasks that will make a real difference to your work.

I: Be positive

Look for the positives in life, and things for which you're grateful. Write down three things at the end of every day which went well or for which you're grateful. Problems are often a question of perspective. If you change your perspective, you may see your situation from a more positive point of view."

J: Accept the things you can't change

Changing a difficult situation isn't always possible. If this proves to be the case, recognise and accept things as they are and concentrate on everything that you do have control over.



<http://www.bing.com/videos/search?q=TED+Talks+YouTube+Stress&&view=detail&mid=F54D455CF0DE444E1ADB&FORM=VRDGAR>

www.stress.org includes an online test which analyses your current level of stress

TIME MANAGEMENT

Here are some tips for better time management:

A: Make a single list

A common time-management mistake is trying to remember too many details, leading to information overload. A better way to stay organised and take control of your projects and tasks is to use a to-do list to write things down. Keeping a list will help you work out your priorities and timings, so it can help you put off the non-urgent tasks.”



B: Work smarter, not harder

Good time management at work means doing high-quality work, not high quantity. Concentrate not on how busy you are but on results. Spending more time on something doesn't necessarily achieve more and staying an extra hour at work at the end of the day may not be the most effective way to manage your time.”

You may feel resentful about being in the office after hours. You're also likely to be less productive and frustrated about how little you're achieving, which will compound your stress.

C: Have a break

Many people work through their lunch break to gain an extra hour at work, but this can be counter-productive. As a general rule, taking at least 30 minutes away from your desk will help you to be more effective in the afternoon. A break is an opportunity to relax and think of something other than work. Planning your day with a midday break will also help you to break up your work into more manageable chunks.

D: Prioritise tasks

Tasks can be grouped in four categories:

- urgent and important
- not urgent but important
- urgent but not important
- neither urgent nor important

Answering telephone calls – although the constant ringing seems urgent and it is a natural reaction to answer is not necessarily important. It may be more important to continue with what you were doing rather than be distracted by a phone call. When it is appropriate, it may be more effective to let your voicemail pick up the message.”

People with good time management create time to concentrate on non-urgent, important activities. By so doing, they minimise the chances of activities ever becoming urgent and important.

The aim is to become better at reducing the number of urgent and important tasks. Having to deal with too many urgent tasks can be stressful.

We can spend up to half our working day going through our email inbox.

Making a decision the first time you open an email is crucial for effective time management. Practice the 4 Ds of decision-making:

Delete: half of the emails you get can probably be deleted immediately.

Do: if the email is urgent or can be completed quickly.

Delegate: if the email can be better dealt with by someone else.

Defer: set aside time at a later date to spend on emails that require longer action.

Further reading

- Human Resource Management by Derek Torrington, Laura Hall, Stephen Taylor & Carol Atkinson - Pearson; 9th edition (25 Feb. 2014)
- Armstrong's Handbook of Human Resource Management Practice by Michael Armstrong & Stephen Taylor - Kogan Page; 13th edition (3 April 2014)

- Human Resource Management at Work - by Michael Marchin - Chartered Institute of Personnel and Development; 5th edition (1 Mar. 2012)
- Introduction to Human Resource Management: A Guide to HR in Practice by Charles Leatherbarrow & Janet Fletcher - Chartered Institute of Personnel and Development; 3rd edition (1 Sept. 2014)
- Example of high level project management template can be found at: <http://wiefling.com/templates/SwimlaneTimelineExample.pdf>
- Gaining commitment and buy-in to the process: <http://wiefling.com/templates/CharterExample.pdf>
- Template of charter: <http://wiefling.com/templates/CharterTemplate.pdf>
- Organising your people: <http://wiefling.com/templates/CoreTeamOrgChartExample-Simplified.jpg>
- <http://www.teamgantt.com>

Links to relevant websites

<http://simply->

[docs.co.uk/Recruitment Document Templates/Equal Opportunity Diversity Policy and Guidance ?utm_source=bing&utm_medium=cpc&utm_campaign=Equality,%20Diversity,%20Discrimination&utm_term=Equality%20Policy&utm_content=Equality%20Matched](http://docs.co.uk/Recruitment_Document_Templates/Equal_Opportunity_Diversity_Policy_and_Guidance?utm_source=bing&utm_medium=cpc&utm_campaign=Equality,%20Diversity,%20Discrimination&utm_term=Equality%20Policy&utm_content=Equality%20Matched)

[http://simply-docs.co.uk/Employment and Staff Handbook Policies/Drugs Policy](http://simply-docs.co.uk/Employment_and_Staff_Handbook_Policies/Drugs_Policy)

[http://simply-docs.co.uk/Employment and Staff Handbook Policies/Alcohol Policy](http://simply-docs.co.uk/Employment_and_Staff_Handbook_Policies/Alcohol_Policy)

<http://www.cancer.org/healthy/stayawayfromtobacco/smoke-freecommunities/createasmoke-freeworkplace/smoking-in-the-workplace-a-model-policy>

<http://www.twc.state.tx.us/news/efte/internetpolicy.html>

<http://www.samplejobdescriptions.org/examples-of-writing-job-descriptions.html>

http://www.volresource.org.uk/samples/pers_spec.htm

<https://www.ncvo.org.uk/ncvo-volunteering/find-a-volunteer-centre>; <https://do-it.org/>

http://www.volresource.org.uk/samples/pers_spec.htm

<http://www.ted.com>

<http://www.stress.org>