

TO BUSINESS

What's happening in and around business today

December 2003

Keeping up to date with employment issues and what's going on in the business world can be a lengthy activity. We aim to scour the market and bring to you in the form of this newsletter all up to date and relevant news stories that may affect your business one way or another. If you would like more information on any of the issues featured please contact our head office on 020 8261 8229 where we will be please to assist you further

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SPOTLIGHT

Expecting the Unexpected

Business Continuity in an Uncertain World

Business continuity and planning is vital for companies large or small, especially in the world in which we now live. Employers have a responsibility to their staff for their safety and security. The spotlight section of this news letter takes a more in- depth look at contingency planning and advises you upon.....

Expecting The Unexpected

1 in 5 businesses suffer a major disruption every year; with no recovery plan there is less chance of survival.

How quickly and painlessly you manage to get back to 'business as usual' in the event of a terrorist attack, fire, flood or any other natural disaster, or any other major disruption depends on how effectively you apply your own business continuity action.

Building in business continuity, making it part of the way you run your business, rather than having to 'firefight' any emergency helps you to offer 'business as usual' in the quickest possible time. Planned business continuity management, so that your staff, customers and suppliers are reassured that you have an effective policy and practice for managing the unexpected helps build confidence in your business.

Continued on page 7



**Business
as Usual**

Hutton Enquiry Highlights E-mail Risk

The role of e-mail evidence in the Hutton enquiry has highlighted the potential risks of this casual but persistent form of correspondence.

Sending e-mails is as easy or easier than telephoning and yet it is as permanent, as a letter since deleted e-mails are normally retained on company servers for several months.

Companies are retaining e-mail messages for increasing periods and these e-mails can contribute to evidence in court cases. There is a limit to how long e-mails are likely to be stored. Research suggests that the average age of the oldest e-mail that can be retrieved is 10 months and only a fifth of firms can reliably recover e-mail that is more than a year old. However, there are many ways of recovering 'deleted' data.

Sending e-mails is as easy or easier than telephoning

The e-mail may be replicated on several different servers and segments of the e-mail, such as times and dates of sending and 'subject' lines may be retained and pieced together. The potential for confidential

personal e-mails to be used for unintended purposes is recognised by the new Employment Practices Data Protection Code. The Code

states that employers should 'provide a means by which managers can permanently delete e-mails from their personal work stations'. The employer is also required to ensure that 'deleted' information stored on a server is permanently deleted 'unless there is an overriding business need to retain it' It would seem that organisations are along way from achieving these benchmarks.



Wearing A Tie Can Damage Your Health

Researchers from New York have found that men who knot their ties too tightly are putting themselves at increased risk of glaucoma.

The study which monitored the internal blood pressure of one eye in 20 healthy men and 20 male patients with glaucoma found that 60% of those with the condition and 70% of those with healthy eyes suffered an increase in internal eye blood pressure after wearing a tie for three minutes, the study claimed 'The pressure increase is real but would not have been present had the patient not had the constriction around his neck.' Wearing a tie can constrict the jugular vein which results in a rise in blood pressure, particularly in the eyeball. The study, which appeared in the British Journal of Ophthalmology said 'A tight necktie can be considered a risk factor in men who prefer to wear tight neckties, men with thick necks and white collar professionals.'



Jobsworth

"Why use one word when you can always use three!."

A job centre in Bolton demanded that 'friendly' be removed from a job advertisement on the basis that it discriminates against the unfriendly – 'enthusiastic' and 'motivated' have also been victims of similar bans. A spokesman for the Department that oversees Job Centres felt the un-friendly ruling was going too far but then went on to say that there are guidelines against using personality traits, for example if an employer wanted someone who is 'bubbly and vivacious' other words would be used to get the message across.

The Institute of Recruitment Experts commented 'To be fair 'friendly' is not the best way to phrase this – 'outgoing personality preferred' would have been more appropriate'. It does seem that eventually there will be a ban on all words that carry any level of subjectivity, leaving just factual requirements. So remember - why use one word when you can always use three!!

Testing the grey cells!

- What % of independent firms in the UK achieve profitable growth?
- As a company director, to how many areas of statutory liability are you exposed to?
- In 2002, what proportion of UK organisations suffered a malicious IT security breach and at what average cost?
- Do you know how to conduct Job Safety Analysis? Do you know the rules of qualification for Sick Pay?

Answers on the page 5



Long Hours Debate

The TUC has launched a new campaign against long hours. Their 'Its about time' campaign wants people who work very long hours to call a new TUC telephone hotline or use a website to report abuses of legislation on long hours.

According to a recent TUC poll, one in four people who signed an opt out from the working time regulations were not given a choice about opting out. And two out of three people working over 48 hours have not been asked to sign an opt out. According to the Labour Force Survey around 4 million people work more than 48 hours a week – 700,000 more than in 1992 when there was no long hours protection.

The UK is alone in allowing any worker to opt out of the Europe wide 48 hour limit on average working time. This opt out is due to be reviewed by the European Commission later this year. Full time employees in the UK work the longest in Europe. The average for full timers in the UK is 43.5

hours In France it's 38.2 and in Germany 39.9 yet both countries are more productive than the UK.

New analysis of official figures shows that three out of five people working over 48 hours a week would like to work fewer hours. The TUC's figures are hard to believe. DTI research has found little evidence that employers are abusing the working time rules and tribunals have received few complaints. Interestingly the number of people working over 48 hours a week has actually fallen every year since 1999.

Digby Jones of the CBI commented as follows 'I find the TUC's figures hard to believe. DTI research has found little evidence that employers are abusing the working time rules and tribunals have received few complaints. Interestingly the number of people working over 28 hours a week has actually fallen every year since 1999.

'Removing the opt out to the working time directive would stop thousands of people working

overtime and remove a vital flexibility for employers. What gives the TUC the right to interfere with the freedom of choice of the individual in the vastly different world of work of the 21st century.

The trade unions represent 63% of public sector workers and only 19% in the private sector. They have no relevance to the everyday working lives of over 80% of private sector employees and over a third in the public sector.

The trade unions should focus their energies on developing a modern, flexible, highly employable workforce and tackling the real issues of tomorrow rather than fighting the battles of yesterday. More companies are moving good jobs overseas. They will not come back to the UK once lost'

One thing is for sure. The debate is significant in the provision of security services and j&d is watching closely to ensure that it is ahead in this game.



The Minimum Wage – What you need to know as an employer

The minimum wage rate for workers aged 22 or over was £4.20 per hour until September 30 2003. For workers aged 18-21 inclusive the current rate was £3.60 per hour. Workers aged 22 or over starting a new job with a new employer and receiving accredited training had to be paid a development rate of at least £3.60 per hour for the first 6 months and £4.20 thereafter.

From October 2003 the minimum wage rates have been increased to £4.50 per hour for workers aged 22 or over and £3.80 per hour for workers aged 18-21 inclusive. The development rate also increased to £3.80 per hour.

8 Things You Need to Know

- ✓ Employers are required by law to ensure that their workers are paid at least the national minimum wage.
- ✓ The employer will need to keep records sufficient to prove that they are paying the national minimum wage to their workers.
- ✓ Employers may be required by the worker, by an Inland Revenue Officer, by an employment tribunal or by a civil court to produce evidence that they have paid the national minimum wage.
- ✓ If an employer fails to produce records to a worker on request, he may complain to an employment tribunal which can impose a penalty.
- ✓ Where a tribunal or civil court is making a decision on a minimum wage case, the burden will always be on the employer to prove that the national minimum wage has been paid.
- ✓ Where an employer has failed to pay the national minimum wage, he can be required to pay arrears through the issuing of an enforcement notice.
- ✓ If the enforcement notice is not complied with, compliance officers have the power to issue a penalty notice against the employer.
- ✓ It is a criminal offence to refuse to pay the national minimum wage, to obstruct compliance officers or not to keep proper records. Fines for these offences can be up to £5,000.

Surprise Packages



People can and do bear a grudge against all manner of business and non commercial concerns. Anyone who may hold a political view, subscribes to a particular set of beliefs or feels hard done by could be pushed into venting their anger or disapproval in a negative or even criminal way. Whilst sending injurious packages through the post might seem to be unlikely as it is extreme, it is in fact not so rare an occurrence.

Constructing a malicious package is not rocket science. It can require an irresponsible person to do little more than tape razor blades to the inside lip of an envelope, put a blood filled syringe inside a package along with a message stating that the blood is contaminated, and you can even download information from the internet on how to make a letter bomb. What the above goes to show is that the perpetrators of these sorts of crimes are not necessarily a part of a highly organized terrorist cell focusing on centres of commerce, it is just as likely to be an individual with a grievance.

Points worth noting:

- ✗ Malicious mail is sometimes wrapped in bright paper so that it stands out from other mail. Likewise, dangerous items can be hidden within cigar boxes, cassettes, DVD cases or cardboard tubes.
- ✗ Malicious post is frequently well padded or reinforced with card to disguise what it contains. This factor is important as a malicious package often is unevenly weighted. Particular sides or ends of it may also be excessively taped so the recipient is obliged to open the package or letter at a point which would trigger a device or lead to injury.
- ✗ A suspect package may contain excessive postage. It is also likely to be marked 'private & confidential' or 'personal' or contain some other message designed to ensure the targeted person opens the post.
- ✗ Another indication is a mis-spelled name or address, which may mean that the sender has only heard of the target's name or company address.
- ✗ Also worth treating with suspicion would be any greasy marks or odd odours, also look out for unfranked post which looks as if it has not passed through the postal system.

"Malicious post is sometimes wrapped in bright paper so that it stands out from other post"

Selling New Contracts

"To show our determination and commitment to assisting your business, we are prepared to invest in you"

j&d is currently seeking both acquired and organic growth

j&d is a specialist contract service provider in the Print and Media sector; we are regarded as a market leader for the excellence of our service quality.

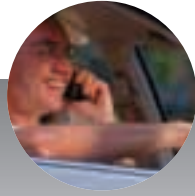
- ★ We employ the best people and train and develop them well.
- ★ We are close to our clients and we really care about our service users.
- ★ We use technology to further enhance our efficiency.
- ★ We offer excellent value for money.
- ★ We focus on the highest standards of health and safety.

To arrange an initial consultation contact our sales team on 0208 261 8234 or email contact@jdorg.co.uk



And we want to talk to buyers who need improvements of this type in one or more of our specialist services;

- Cleaners (office/specialist)
- Engineers
- Firemen
- Handymen
- Industrial labour
- Landscape gardeners
- Mail personnel
- Painters
- Receptionists
- Security Guards



Ban on Mobile Telephones

The use of mobile telephones whilst driving was banned from 01 December 2003.

Individuals will be subjected to a fixed fine of £30, or a fine of up to £1,000 upon conviction. Additionally, 3 penalty points will be added to the driver's licence.

The ban applies to drivers using mobile phones as a mode of communication, also where phones are used to access information, ie sending or receiving text messages or accessing the internet.

The Government has stated that it will be seen as an offence for anyone 'causing or permitting' people to use mobile

phones whilst driving. What this means is that employers will be liable if they expect employees to use mobile phones on the road. It is worth pointing out that employers will not be automatically be held liable under the new rules simply by providing a mobile phone.

In the first instance it may be advisable for employers to issue employees, who are required to be 'mobile' with a 'hands free' unit. At present the Government will not be imposing a ban on these units.

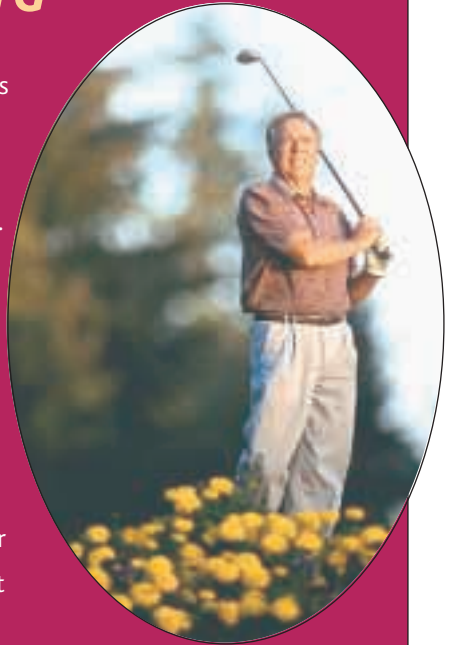
Testing the grey cells! Answers

- A Less than 7% in the past 4 years
- B 200
- C 44% and £30k
- D Speak to The j&d organisation



Looking Forward

This year j&d's annual golf event was held at Wentworth in the spring. The day is always a success with some really good golf being enjoyed. It comprises breakfast, lunch and an evening meal, with two rounds of golf being played in between. This is always a busy event, early booking is advisable. For more information about the event to be held next year, or to book a place for yourself or your team please contact Jane White on 020 8261 8229



Dressing for success



One of the most popular books of last year was the offshoot of a tv programme in which two fashion experts regularly harassed and humiliated the programme's participants regarding the clothes they wore.

Although it does make good tv, it would not be advisable for employers to approach their staff in the same manner as programme presenters Susannah and Trinny, if they felt an employee was wearing inappropriate clothing at work. A problem that often arises for employers, especially during the summer as temperatures go up and clothes tend to come off.



Acas's helpline recently had a call from an employer who allowed staff in his wholesale warehouse to wear shorts during the summer, as the warehouse became hot. However, he would not allow staff who dealt with customers face to face in the sales department to do the same. The caller wanted to know 'what the law was' on this issue. Unfortunately for the caller, there is no simple answer to this question as there are no specific laws on dress code.

So who decides what is or isn't appropriate dress clothing for work? Normally this will be the employer. Factors such as the type of work that is being carried out, is the employee dealing with members of the public, and what is normally worn in the particular industry will come into play.

When looking at the area of conventional dress, however, many employers may have to reassess their existing dress codes. This follows on from a recent and much publicised decision by an Employment Tribunal in Manchester that ruled that the Department for Work and Pensions had discriminated against a male employee for forcing him to wear a tie. The Tribunal heard that the applicant was forced to follow a dress code that stipulated male employees had to wear a collar and tie, while there was no similar rule in place for female employees. This ruling could see a rise in similar cases as men and women lodge claims challenging what some might see as stereotypical assumptions about what each sex should wear.

Speaking to an employee about their appearance should always be done tactfully and in private. Employers should not take the tv presenter approach of public humiliation, this could be seen as grounds for a case of constructive dismissal.



Facts u might want to think about....

- 👉 During their working life, UK workers typically have a one in seven chance of being off work for more than six months due to illness and injury.
- 👉 Before the age of 65, you are 2.5 times as likely to suffer a critical illness than you are to die.
- 👉 In those aged under 65, there are about 85,000 heart attacks each year in the UK.
- 👉 The lifetime risk of developing cancer is more than one in three.
- 👉 Cancer is the cause of 36% of deaths in those aged 65 or under.
- 👉 Whereas 54% of British households purchased life insurance in 2001, just 1% bought income protection.
- 👉 Also in 2001, Britons paid £38bn in life assurance premiums, compared to just £1.3bn for income protection

Fascinating Facts!!

- The New York Times reported in February 2001 that Sherpas in Nepal recommend Garlic soup to prevent and treat mountain sickness.
- The earth's tallest mountain, longest mountain range and deepest canyon are all in the ocean.
- The world's first 'McSki' opened in Sweden with 'Ski-Thru' service. Skiers can ski up to the counter and order their favourite McDonalds item

NEW LOOK FOR j&d



Things are changing at j&d and for those who deal with j&d on a regular basis the most obvious change is the logo. The corporate colours have changed to orange, blue and platinum. At j&d we are constantly looking for ways to improve. The new logo is different to anything we've ever had in the past, something for the post millennium era!

Over the coming months items such as mousemats, pens, deskpads, sweets and various other items will be arriving on desks. Make good use of them and keep us in your mind.

Continued from page 1

Without business continuity the risks are great, this could include:

- ✓ Loss of work to competitors
- ✓ Failures within your supply chain
- ✓ Loss of reputation
- ✓ Human Resources issues
- ✓ Health and Safety liabilities
- ✓ Higher insurance premiums

The worst case scenario would of course be business failure.

The key steps in planning business continuity are:

- ✓ Analyse your business
- ✓ Assess the risks
- ✓ Develop your strategy
- ✓ Develop your plan
- ✓ Rehearse your plan

The following is a rough guide to key steps that need to be thought about:

Analysis

1. Someone in senior management must take ownership, and ensure that everyone within the organisation adopts the policy
2. You will need the fullest picture of the complex interactions inside your business and between you, your customers and suppliers.
3. Include expert knowledge about every part of the business within your continuity plan.
4. Find out if any part of your business already has continuity plans in place, you will need to adapt them for the whole business.

Looking at each department

- ✓ How essential is the department's work in the running of your business?
- ✓ What equipment, IT and other systems does the department need to be able to function?
- ✓ Who else inside or outside the business does the department need to be able to carry out their work?
- ✓ Who in the department is essential

Double check, people who have keys, phone numbers etc may not work in the high risk areas but your business cannot continue without them.

Assess The Risks

- ✓ There are two aspects to every risk to your business
- ✓ How likely is it to happen?
- ✓ What effect will it have on your business?

There are three ways to work with the information you have gathered to provide an assessment of the risks?

Ask the 'what if' question

What if the electricity supply failed?

What if our IT networks went down?

What if our telephones went down, for a day, for a week?

What if our key documents were destroyed in a fire?

Ask what is the worst case scenario

If your plan enables you to cope with the worst case scenario, it will also help you to deal with lower impact incidents.

What functions and people are essential and when?

Everyone believes their work is essential to the running of their business; it could help if you keep a function/time matrix showing how quickly functions need to be up and running after a major incident.

Developing your Strategy

Whatever kind of business you are, you will probably choose one of the proven strategies.

There are:

- ✓ Accept the risks – change nothing
- ✓ Accept the risks but make a mutual agreement with another business to ensure you have help after an incident.
- ✓ Attempt to reduce the risks
- ✓ Reduce all risks to the point where you should not need outside help.

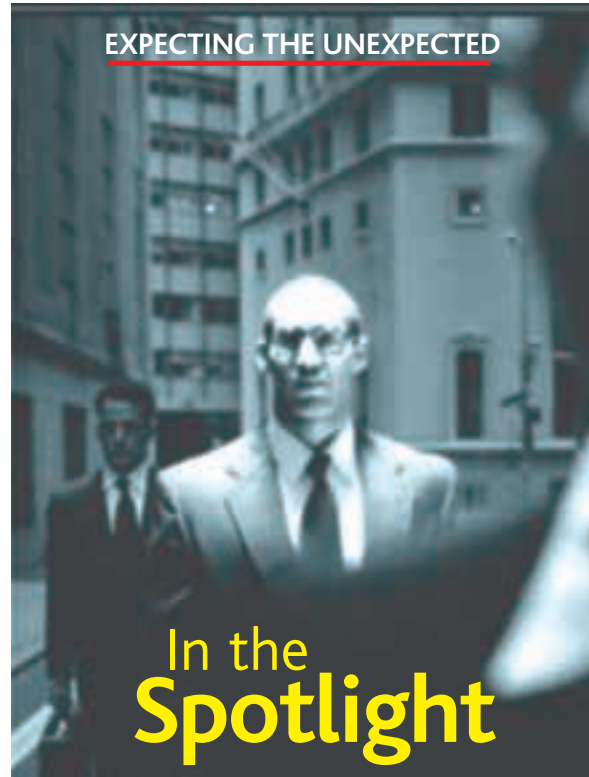
It depends on the kind of business you are. Are you the kind that is committed to reducing risks or one that prefers to take risks and have a 'comeback plan'. The answer may lie in the cost of delivering effective business continuity.

There is such a thing as a Business Continuity Supplier who provides disaster recovery solutions to companies who are unable to continue business as usual due to unforeseen disruption. Depending on the company they can offer end to end service, from consultancy in the planning stages to the provision of all IT and or premises requirements. This sort of company will normally have desks available within about 4 hours following an incident.

Develop Your Plan

Continuity will look different for each business, however every plan should share some important features:

- ✓ Make it clear you have consulted throughout the business
- ✓ Use non-technical language that everyone can understand
- ✓ Make it clear who needs to do what
- ✓ Use checklists
- ✓ Include clear instructions for the crucial first hour after an incident



- ✓ Include things that do not need to be thought about until after the first hour.
- ✓ Agree how often the document will be checked to see that it is a 'living document'

The plan will need to be simple without being simplistic, people need to read quickly in an emergency.

Rehearse Your Plan

Sometimes you only discover a weakness in a plan when you put it into action, rehearsal helps to confirm your plan.

Possible ways to rehearse your plan:

- ✓ Paper based exercises: read through the plan as a group, questioning each action, then test your plan using a 'what if' written scenario.
- ✓ Telephone Cascading: Without warning a test message is sent out to everybody at the top of the call cascade list in the plan, with the last person in each cascade contacting a nominated person, who records when the calls come in. This allows checking of the communications structure.
- ✓ Full Rehearsal: A full rehearsal will show you how well different elements in your plan work together, which may not be clear when you only test the individual parts.

The above is a very brief overview of the different elements of Business Continuity. j&d works closely with its clients in continuity planning and can assist with any element of the Business Continuity plan. For more information on what we can do contact Jane White on 0208 261 8229.



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*The opinions and views contained in this
newsletter are of individuals and not necessarily
those of The J&D Organisation.
Much information contained herein has been
sourced from various health and safety and
employment bodies.*

Employees favour **Sleeping on the job**



Nearly three quarters of office workers would like to be able to have a 30 minute 'power nap' at work, believing it will boost their productivity and reduce their stress levels, according to recent research.

A survey by Firefly, a communications consultancy, suggests

that workers feel that 'power naps' would be a more productive way of improving performance, rather than their usual methods of taking a break such as making personal phone calls (54%) or Internet shopping (54%).

This supports some recent research from Harvard which suggests that nodding off in the office for an hour can boost learning and memory and is as beneficial as a good night's sleep.

According to the Firefly survey, office workers favour power naps (22%) above many more traditional perks such as private health insurance (16%) luncheon vouchers (18%) and a car parking space (11%). Employees who cited tiredness and stress as having the most negative effect on their work in the last six months are also willing to give up time spent on smoking breaks and personal phone calls to fit in a power nap during the day.



**BUSINESS TO BUSINESS ... KEEPING UP-TO-DATE WITH EMPLOYMENT ISSUES
AND WHAT'S GOING ON IN THE BUSINESS WORLD**