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**Tradewinds**

Tradewinds was a privately-owned bike importer based in Banbury. It had three offices in the UK, Holland and the Far-East, with 70-95 employees across the three offices.

Clare’s first assignment was to ensure that the right pay structure was in place for the employees. Growth was happening a lot faster than the HR manager, who was also the finance director, was able to handle. The business was struggling to provide the right payment and incentive without outsourced HR help and this led them to contact Employment Matters. They felt that Clare offered them practical advice to follow in order to make the changes they desired. This advice came in the form of a report, which included **benchmark pay data** from other similar businesses to enable Tradewinds to developan affordable, but competitive pay and reward structure.

During the three months in which Clare undertook and completed the project she was also available on a flexible ad hoc basis so that Tradewinds managers and directors were able to contact her for help with another HR matters as required. One such incident included a **grievance claim**. In this case Tradewinds felt that Clare offered them a pragmatic approach that met the relevant legal requirements. She not only helped Tradewinds avoid a significant payout, but also worked with the employee to ensure they were happy with the outcome as well.

Not only is Clare willing and able to help with such as hoc advice she will also only ask for payment if and when action is required - you don't need to worry about being charged every time you give her a call!

Clare has worked for small local businesses such as Tradewinds and also for larger national businesses such as the Department of Health (DH) with their HR issues and needs.



**The Department of Health**

The Health and Social Care Act 2012 restructured the health and care system creating a number of new organisations and moving functions from the DH into these. In response to DH talent discussions it was clear that our staff would be looking for career development across the health and care system as well as within the civil service and also that for the DH to operate effectively in the future there would be a need to people in the department and across the system to have opportunities to develop and move around the various organisations. So, the leaders identified that a **talent management** scheme would be required to identify and develop talent within the care system.

Clare was employed in order to develop this process and the outcomes included:

* + A steering group of Senior HR and Organisation Development professionals to design and deliver the approach.
  + Managing the political context of adjusting the framework used by the civil service to work for the organisations with a strong NHS focus.
  + Identifying the need to use an assessment centre approach to establish a common standard of potential assessment.
  + Identifying the need for and then establishing a development approach to respond to the needs identified in the assessment.
  + She also had to navigate the very difficult issue of finding funding to deliver these elements as there was no central budget and therefore she had to get senior commitment to fund the approach before the deliverables were available. As funding was tight Clare managed to use internal resources wherever possible to deliver elements of the programme and procure the development programme at a very competitive price and **significantly less expensive** per head than other centrally provided programmes.

All-in-all the DH felt that this programme delivered beyond initial expectations because of the way Clare involved very senior executives in the project; getting them involved in a launch event and an end of development event, which also meant the programme achieved a very high level of visibility and credibility. This was demonstrated by the fact that the Director level programme has run for several cohorts and the Executive steering group has asked for a similar process to be run to identify individuals with potential to develop to Board level roles.



**Mary Gober Int**

Mary Gober is an international company working with businesses to transform service cultures. They use programmes which enable everyone in the organisation to recognise and deliver the brand promise to their customers.

Clare has worked with Mary Gober on an ad hoc basis for quite a while. The company hired Clare as they felt that it was essential to have someone on the outside of the organisation because it removes any baggage that may be felt between employees. They argue that this is particularly true of small organisations as you are often working very close to your employees.

On one particular occasion Clare was called in to help with a ‘toxic’ character within the company. The person in question was not getting on well with the other employees and was making the working environment unpleasant. They asked Employment Matters to help them put something in place that would make the situation better. Firstly, coaching/mentoring was provided for the difficult employee in the hope that it would help her to realise her own role in the company and to avoid dismissing her. However, after a few coaching sessions the coach provided felt that the relationship between the employee and the company was not a good match and that problems would continue. As helping the employee was not working Clare and the company decided that the other employees needed to be protected from the unpleasant atmosphere. Once this had been established Clare helped in the dismissal process.

The team felt that she worked well alongside them throughout the process and offered a sound conclusion for everyone involved. Throughout the friendship Clare has built with this client they feel that they are working in more of a partnership than viewing one another as clients.