

PORTFOLIO HR DIRECTOR

Growing companies often get caught in the hiring and firing cycle with no resource for an HR Director. "Let's wait until we are big enough." The risks are that good candidates are missed or people problems start to arise, which take up valuable management time.

There is also the perception that HR is inflexible and bureaucratic. In fact modern HR is all about athletic ways of attracting, developing and communicating with employees. If you can't afford the highest salaries for example we have to get creative.

Strategic HR done well should be dynamic, aligning HR strategy with business strategy and creating the ultimate trio of FD, MD and HRD. No business will succeed if the people aren't capable and engaged but it takes experience to drive the people agenda.

Judith will work in the trio, and with your current HR manager, to build a strategy fit for your stage of growth. "Strategy" does not mean bureaucratic procedures; far from it - skinny is best.

Growing pains come at every stage of development but experience shows that a good plan, which is all that an HR strategy really is, will overcome obstacles and head problems off at the pass. The plan would encompass the entire employee lifecycle.

The good news is that once you have an effective HR strategy you can operate with a less experienced HR Manager until you reached the phase that requires board level HR expertise. An experienced HR Director is a big step, at over £80k, so it makes sense to access senior level expertise on a flexible part time basis as the strategy is built and implemented.

Alternatively use a Portfolio HRD to mentor your current HR Manager if you think that they have the potential to step up.



A Cambridge Example: Judith worked with Booking.com when it was a Cambridge start up (Active Hotels) developing a focus on attracting talent, succession planning and a simple review process taking them to the next stage pre merger with Booking.

Who is this for?

Companies at any stage of growth looking to plan their approach to HR; strategy and culture, attracting talent, engaging employees, leadership and building capability.

Judith Elliott FCIPD

Judith has board level HR experience and has worked with high growth companies, stable and small, and those with global reach.

Previous clients include Cambridge Live, IdeaSpace, Bosch UK and Medway NHS Trust. She coaches at director level and mentors aspiring HR managers.

Call Judith on 07766 753930 or email judith@elconsulting.co.uk to discuss how she could add value to your business.

Biosketch Judith Elliott FCIPD
Key Abilities

- ▶ Driver of HR and L&D strategy at all stages of growth aligning business and HR strategy
- ▶ Transformer of leadership and people management
- ▶ Challenging coach and facilitator at senior level; a thought leader excellent at influencing and building consensus
- ▶ Culture change agent bringing people alongside

Examples of adding value

John Lewis Partnership: As Head of L&D I moved L&D in line with the business strategy, implementing the use of elearning and video, introducing Talent Development programmes. It was a time of minor revolution in a steady, already successful organisation that needed transformational change unfreezing traditional ways of working without losing the essential values of the organisation.

Booking.com: Initially a project to prepare for a merger with a global company to design and implement a talent and performance management strategy, coached senior leaders to plan and raise their game for growth, and plan for a cultural, as well as a business, merger. Followed by ongoing coaching and leadership development.

Medway NHS Trust in special measures: As an Interim Leadership Specialist I developed the skills and capabilities of the senior leadership teams across the Trust to take them out of special measures with CQC ratings now "good" (from poor) on leadership and employee engagement. I also led on several workstreams, which delivered on time and ultimately contributed to the Trust coming out of special measures. Staff survey results are now some of the best in the country.

Bosch UK: Facilitated the senior leadership team to tackle engaging the workforce in the need to improve profits and change the culture from command and control (zero profits prior to takeover by Bosch). Led the design of a vision, business plan, business measurements and comprehensive internal communication structure. Delivered senior management coaching, middle management programmes (CMI) and master classes, together with a new performance management system. The company made it into profit in 2 years with increased levels of employee engagement.

IdeaSpace, Institute of Manufacturing ECS, University of Cambridge: This was a project to support the Idea Space senior team to build leadership, business and performance capability to achieve rapid business growth as a unit separate to, but part of, the University. The result: A high growth, sustainable business that original investors thought would never last, now expanded to 3 units.

Cambridge Live (2014 - present): As a Non Exec Board Director I led the HR strategy in the TUPE transfer of the Corn Exchange venue and Cambridge Folk Festival from the City Council to a company limited by guarantee and charitable trust. This was a high profile change programme with strong interest from local councilors and the press. I led the design and communication of vision, values and purpose, set up a successful employee forum, implemented a new performance management strategy, pay system and engaged employees in the process.

STRATEGIC HR QUESTIONS

How well are you doing?

1	The business strategy defines the people strategy.	What is the vision and purpose for the company? What are the: Key goals? Major policies? Resource implications?
2	STRATEGIC HUMAN RESOURCE MANAGEMENT (HRM) Strategic HRM is an overall framework which clearly links people to business strategy. As employees are deployed to create value the two strategies should be mutually informative.	What are we doing to deliver fair and equitable reward? What are we doing to improve employee performance? What are we doing to ensure a robust organisational structure?
3	HUMAN CAPITAL MANAGEMENT (HCM) Not always a popular term, even for HR Professionals. Work on the principle that you get what you measure.	What and how to measure? Which HR interventions will directly link to success? How will they be measured?
4	Succession planning	Who might be able to step up with growth?
5	Flexible working	Will we still continue to offer this as we grow?
6	Labour demand and supply forecasting	What do we know about the labour market in our sector?
7	Recruitment and retention planning	What do we think of our current recruitment activities? How are we going to retain talent?
8	Skills audit gap analysis	Have we done a simple TNA?
9	Talent management	Who are the key people in this business's success? Which are the key roles for success? Do people have the right leadership skills?
10	Multi skilling	Which roles?
11	Role design	Fit for purpose?
12	Risk management	What are the risks?
13	Outsourcing	What? Is it sensible?
14	Career planning	How?
15	Scenario planning	What could possibly go wrong?