

Managing people.

Comprehensive and
cost-effective services
for employers.



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People are the greatest asset and biggest cost in nearly every business. The way they are recruited, managed, promoted and rewarded has a direct effect on profitability and long-term competitiveness.

Cost-effective and business-oriented Human Resources services save costs, get better results from people and reduce the time managers spend on unproductive tasks. Collinson Grant helps employers in all sectors and throughout the UK to do just that.



Our support is centred on:

Minimising risks

– by making certain that minor difficulties do not escalate into major problems.

Saving time

– by advising managers on the practical way of dealing with everyday situations.

Increasing productivity

– by helping employers use their staff in the most effective way.

Reducing costs

– by ensuring services are managed efficiently and people are rewarded fairly.

Most companies spend far more time than is necessary on dealing with day-to-day employment problems and resolving conflicts. Managers ignore standard policies and procedures, fail to learn from previous mistakes and set precedents that have expensive consequences. They are reluctant to seek advice and ask for help only when it is too late.

Collinson Grant offers comprehensive support to line managers and HR practitioners on every aspect of managing people at work – from recruitment to dismissal; from managing attendance to dealing with discrimination; from pay to pensions; and from learning and development to improving productivity.

Our wide-ranging skills and experience in many industries help us to offer advice that is practical and geared to business realities. But we also have a thorough understanding of employment law and how it affects the relationships between employers and employees.

Helping employers improve the way they manage people

We offer immediate help to managers on everyday employment questions:

- How should I deal with disciplinary matters or problems of performance? What are the proper procedures to follow? What sort of letter should I send?
- How do I handle unsatisfactory attendance? What sanctions are available?
- I need to make 35 people redundant but have never done it before – where do I start?
- I think some of our female workers might complain that they are not receiving 'equal pay' – what should I do?
- We have found out that some recent recruits have 'embellished' their previous employment history. What can we do?

Defending cases at an Employment Tribunal should normally be a last resort. It is time consuming and costly. The long-term trend in applications is still increasing.

- The highest Tribunal award for unfair dismissal in 2008/09 was £84,000.
- 44% of employers believe that the number of weak and vexatious claims has increased (Confederation of British Industry).

Experience

NSL Services Group

Formed after the demerger of National Car Parks, NSL provides transport, traffic management and parking services throughout the United Kingdom operating from many sites. Collinson Grant has been supporting the business for over twenty years – on everyday employee relations, TUPE transfers and many other HR projects.

"We have complete trust and confidence in the advice we receive from Collinson Grant. It is objective and totally in tune with our core values."

Chris Gillespie
Human Resources Director

We help employers on many different HR topics:

Rewarding people

Collinson Grant undertakes full job evaluation exercises, re-grading and the design and implementation of new pay structures. We benchmark particular jobs against regional or national markets and also do equal pay reviews, confirm compliance with the working time and minimum pay regulations, and assess how competitive arrangements for pensions are.

Pay structures frequently become too complex over time – upwards pay drift is almost inevitable. Incentive schemes often need re-calibrating. We show managers how to assess whether bonuses paid out actually reflect enhanced performance.

- Even though the cost of pay is directly linked to the bottom line, many companies fail to control it adequately.
- There were 45,000 claims for equal pay at the Employment Tribunal in the last twelve months, second only to those for unfair dismissal.
- Another 43,000 people made claims relating to unauthorised deductions and redundancy pay.

Improving performance

Above-average claims at employment tribunals, excessive staff turnover, high absenteeism and niggling grievances are all signs that people could be managed better.

New managers often need help. We show how to make induction more effective, create better communications and match training to individuals' needs. When formal appraisal or performance management systems are in place we review their effectiveness and show how they can be improved. We help managers to understand how to delegate while retaining accountability.

- Ineffective and inconsistent procedures can have expensive consequences. Tribunals look for evidence that dismissed employees have been given every opportunity to improve failing performance. If not, a dismissal on these grounds will be unfair.
- £692 – average cost of absence per employee per year (CIPD – annual survey 2009).
- Inexperienced managers make mistakes. They are far more likely to have a higher incidence of grievances and/or claims at an Employment Tribunal.

Employee relations and resolving disputes

Trade unions continue to play an important role in many organisations. We deal with recognition claims and collective bargaining. During restructuring and other major changes we can negotiate directly with union or elected representatives. We understand how to introduce change successfully and ensure managers have the right tools to achieve results.

Whether unionised or not, it is important to understand what your employees are thinking. Collinson Grant can help you to set up consultative procedures that serve the needs of employees and the firm or organise a successful employee survey – nationally or internationally.

- **Despite economic pressures the number of collective disputes increased again in 2008/09 (ACAS annual report).**
- **Highest Tribunal award in 2008/09 for disability discrimination – £388,600.**
- **Highest Tribunal award in 2008/09 for race discrimination – £1,353,000.**
- **Many managers have little direct experience of collective agreements or negotiating with unions. Disturbing long-established protocols can have expensive consequences and take years to unwind.**

Experience

FINDEL

FINDEL is a diverse public company with interests in home shopping, educational supplies and healthcare. Collinson Grant has been supporting its managers on HR projects for more than thirty years. Our recent work has focused on restructuring, the integration of acquisitions and maintaining good employee relations during periods of rapid change.

“We have a strong working relationship with the consultants at Collinson Grant. They know our business well, offer practical advice and always respond quickly when we need support.”

David Wilson

Managing Director – Findel Direct

Recruitment and workforce planning

The cost of recruitment is much higher than most managers realise. Direct expenditure can be overshadowed by the real cost of a failed appointment. It pays to understand fully the business need, the recruitment and selection methods used, and the resources necessary to get the right person.

A proper analysis of recruitment processes often reveals worrying weaknesses. What skills does the organisation need? How are salary rates set? Who is authorised to recruit?

We help to install effective controls and improve objectivity in selection. We can define jobs and accountabilities, provide psychological testing for managers and organise assessment centres.

- **£6,125 – the full cost of filling an average vacancy (CIPD – annual survey 2009).**
- **Rectifying a mistaken appointment can cost more than you think. It is not untypical for compromise agreements to include a payment of up to six months’ salary following the dismissal of a manager.**
- **Many managers are unclear on the status and costs of temporary workers. Agency workers are increasingly winning similar terms and conditions to permanent employees – a right soon to be enshrined in legislation.**

Restructuring and transfer of undertakings (TUPE)

There are onerous responsibilities placed on employers that acquire existing businesses, or parts of them. Accurate and intensive HR due diligence helps to reveal the potential pitfalls and true costs of a transfer. Agreeing timescales and planning communications carefully are vital steps.

Collinson Grant has many years' experience helping companies to restructure. We can design new organisations, manage the transition and ensure that planned savings are realised. We regularly advise on TUPE transfers and know how to manage large redundancies efficiently and fairly.

- Research by the CIPD suggests that the total costs of redundancies can be double the actual redundancy payments made – on average at £16,500 per employee.
- If a collective agreement is in place, it transfers with the affected employees – meaning that a new employer may have to implement a pay rise that it has not negotiated.

Developing managers for now and the future

Confident and experienced managers are the lynchpin of every successful organisation. They need to be properly selected, well trained and adequately rewarded. Knowing how to get the best out of individuals and teams gives a critical competitive advantage.

Our approach centres on getting the organisational structure right and designing managerial jobs with clear accountabilities. We provide coaching for senior and middle managers – helping them to manage people effectively, communicate well and understand the law.

Careful succession planning ensures that managers are ready for future responsibilities. We can assess managers' potential for promotion and prepare them for more senior jobs.

- A Tribunal found against an employer that had dismissed a manager who had been responsible for a £1.9 million overspend on his budget. It was apparent that he had not been adequately supervised or given any opportunity to improve his performance.
- A lack of systematic planning for succession runs the risk of a potential claim under age discrimination legislation – the maximum award in 2008/09 in this category was £90,391.

Reviewing and operating policies and procedures

Sound employment documentation protects you from unnecessary litigation and makes managers' lives easier. We confirm that your policies and procedures are current, comply with relevant legislation and – most of all – reflect the company's strategy and values.

We prepare standard, draft letters and memoranda, which save time, and brief managers on their practical responsibilities and the relevant law.

- Inadequate documentation and poor employment practices account for a high proportion of Tribunal cases that are lost by employers.
- £113,100 – the highest award in 2008/09 for sex discrimination.
- There can be other serious consequences when employment policies and paperwork are not kept up-to-date – people get paid incorrectly, health and safety matters get overlooked, expensive precedents are set that are difficult to unravel.

How we achieve results

Collinson Grant has been providing advisory services to employers for over thirty years. Our support is more effective than in-house resources or external solicitors, and is often at lower cost.

Fast action based on the right information has saved many potential employment problems from escalating. Whenever an issue crops up one of our consultants who knows your business will be available to give managers immediate advice over the telephone. We also visit our clients whenever necessary.

Expertise in employment law

Our employment lawyers deal every day with difficult questions on managing people. They know the practical solutions to common problems and will help to reduce workforce disruption while keeping costs under control. Usually, they talk directly to line managers and resolve their questions quickly and efficiently.

Our success rate at employment tribunals is excellent – we control costs by making considered judgements on when and when not to settle. Collinson Grant is a licensee under the Licensed Access arrangements that have superseded the Bar Direct scheme. Although we handle most hearings ourselves, this means that, if necessary, we can instruct counsel both at tribunals and for appeals.

Expert interpretation of the law from our specialist team is an attractive and cost-effective alternative to advice from legal practices. We see legal compliance not as an objective in itself but as an opportunity to help you achieve business objectives with minimum delay and cost.

Wide-ranging knowledge in human resources

Collinson Grant has practical skills and a deep understanding of how employers work. Our consultants have restructured, relocated and improved the performance of large organisations. They work with senior managers in planning the workforce, changing the structure, reviewing pay and benefits, and getting the best performance from people. Specialists in employee relations ensure that difficult change is implemented smoothly and that redundancies are handled efficiently and sensitively. We understand trade unions and can negotiate directly with them when this is in the client's interests.

Getting better value from HR

We offer our view on how HR services contribute to your business and suggest how they might be run more efficiently:

- What business benefit do we get from this activity?
- How much does it cost?

This helps you to organise resources in the most cost-effective ways. Sometimes it's simply a case of agreeing that a particular HR service or function is no longer relevant, providing no benefit to employees or the business. Instead of undermining managers we approach opportunities in a spirit of partnership, working alongside them on a clearly understood agenda of efficiency and productivity.

A broader perspective

HR is only one part of our work. We are also good at putting in better managerial controls and reducing complexity in everything from processes to supply chains. We have restructured major companies in the United Kingdom and in mainland Europe and the United States. Our consultants advise on relocations, shared services and cost reduction. We work alongside senior managers to increase profits and strengthen competitiveness.

Experience

Watts Group

Watts is a leading independent consultant to the property and construction sectors. We helped senior managers to review remuneration and benefits and how they were aligned to the company's five-year plan. Our recommendations set out how salaries could be appraised, job 'families' created and annual pay awards calibrated. Bonus arrangements were working well, but we helped to crystallise the policy and guidelines for payments.

"Collinson Grant did a thorough job in reviewing the pay arrangements for our staff. They quickly understood how our business worked and our priorities for change. Their recommendations were clear and pragmatic."

Jo Stocks
Chief Executive

How we work with clients

Annual support contracts

For regular advice on employment law and other HR questions most, but not all, of our clients have an annual support contract, which is designed to cover those elements for which they require regular help. We start by estimating the potential use of our services based on structure, number of sites and employees, and the size of the HR department. Then, as we work together, we measure the actual support being provided and flex the contract at appropriate intervals. This ensures that, going forward, our clients only pay for the services they are likely to be using.

Basic annual fees for a support contract in the UK range from as little as £5,000 a year to around £30,000 depending on the size and complexity of a business.

Project based

Sometimes we support clients on specific, time-bound projects. We confirm the objectives, define the outcomes and provide a firm quotation, based on a fixed daily rate (plus expenses if appropriate). This provides clarity on the investment required and ensures that clients can measure value for money.

Our daily rates are competitive. We only charge for work done and can offer excellent value-for-money because of our close understanding of how our clients' businesses work. We get to know managers well, the environment that they are working in and the pressures they are under. It means we can tailor our advice precisely to their needs and save time on analysing the background to every situation.

Time and materials

Some jobs – defending a claim at the employment tribunal – for example, are difficult to estimate at the outset. Here we work on a 'time and materials' basis often within a budget cap. We provide complete transparency on how time is utilised and talk to clients regularly to ensure that we offer a good return on the investment in our services.

The rates we charge for legal support are in line with those for consultancy. We are nearly always more competitive than external solicitors and more effective than in-house resources.

Even the largest projects start with a simple conversation

If you'd like to meet us, hear more about our services and perhaps discuss your own business needs then please contact:

Jo Hale, Richard Hendry or Phil Hudson

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Collinson Grant

Costs

People

Organisation

Productivity

Performance

Restructuring

United Kingdom

Mainland Europe

United States of America

Complexity, Direct costs, Employee relations, Employment law, Implementing change, Integrating organisations, Lean, Managerial controls, Organisational design, Overheads, Performance management, Pricing, Process improvement, Procurement, Reward, Supply chain, Transitional management, Value chain analysis, Workforce planning

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