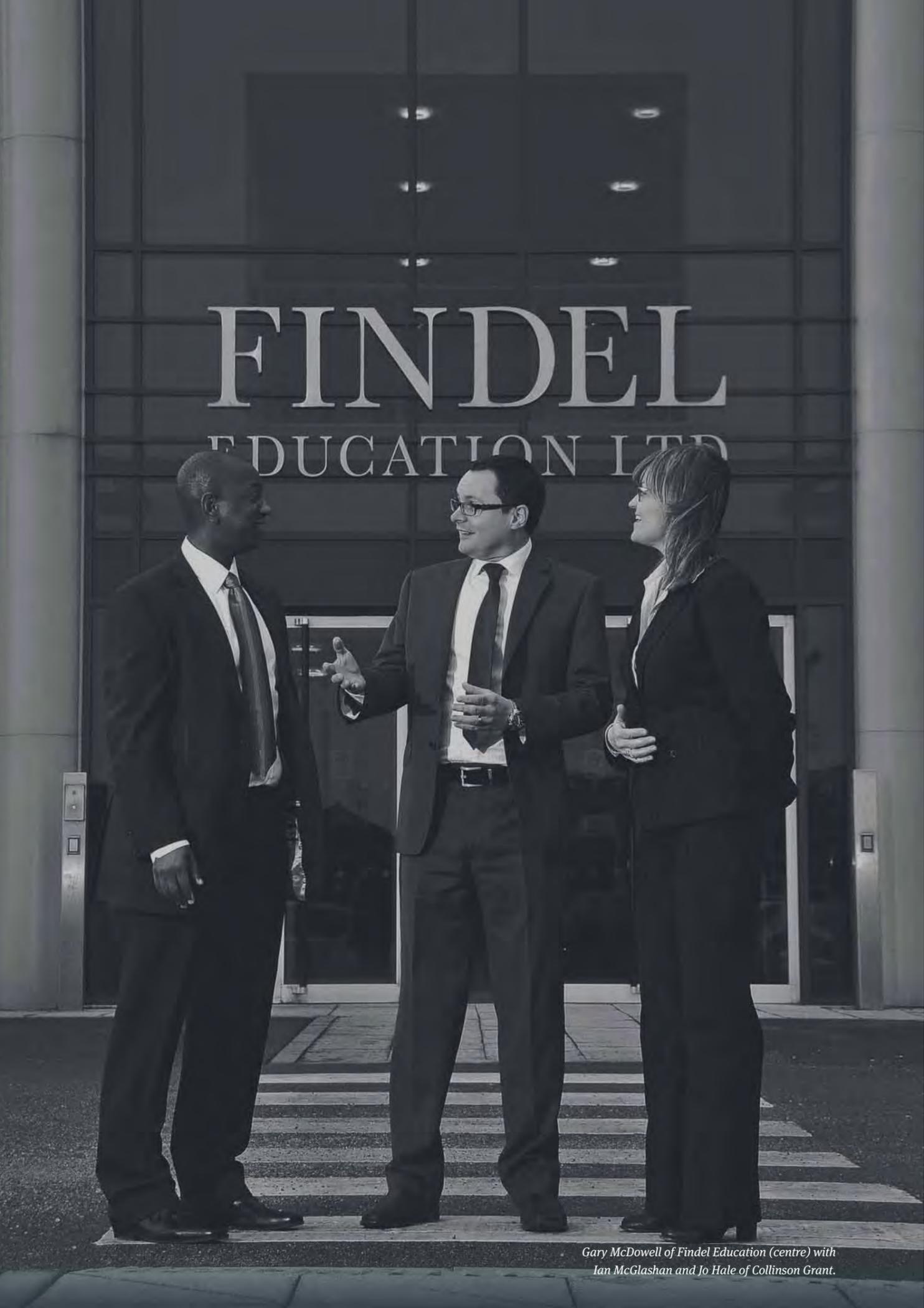


Employment law and HR services.



Collinson Grant



Collinson Grant helps clients to get better results from their people. We concentrate on practical solutions that minimise risks, increase productivity and reduce costs.

'Collinson Grant helped and supported our turnaround with diligence and respect for the people directly affected whilst remaining impartial and highly professional throughout.'

Gary McDowell, Director of Organisational Development and People, Findel Education

FINDEL
EDUCATION LTD

Gary McDowell of Findel Education (centre) with Ian McGlashan and Jo Hale of Collinson Grant.



'We have a good working relationship with Collinson Grant. They understand our business well and the day-to-day issues on which we need specialist support.'

Sharon Eley, Shared Services Director,
National Car Parks



Sharon Eley of NCP with Richard Hendry (centre) and Michael Lambe of Collinson Grant.

Professional advice on employment law

Employment law has always been an integral part of our work as management consultants. Our experience is that the right advice at the right time will avert problems or minimise any damage they might cause. Our support keeps costs down, allows busy managers to get on with their jobs and promotes better relations with employees.

Our core service to clients is built around:

- advising managers on handling employee relations (often under an annual fixed-price retainer)
- briefing managers on changes to employment legislation and on practical approaches to managing within the law
- drafting and revising contracts of employment, staff handbooks, policies and procedures
- preparing and negotiating severance agreements
- assisting with the legal aspects, communication and consultation arising from:
 - acquisitions and restructuring
 - large scale closures
 - redundancy exercises
 - TUPE
- conducting employment tribunals.

Day-to-day business life should not be dominated by questions of employment law but the subject can rear its head in any facet of activity. Our role is to lessen the constraints of the law so that clients can improve their businesses efficiently. This applies whether we are dealing with a single employee or a major restructuring project.

Our employment lawyers and HR specialists have a wealth of knowledge and experience and provide advice and guidance that is pragmatic and commercial as well as technically sound. We are constructive business partners and our aim is to help clients save money.

'We get speed of reaction and clear and concise advice. We are told clearly if what we want to do is not the right thing.'

Wendy Waddicor, Managing Director,
Hill Care Group



'Collinson Grant provides us with a speedy and responsive service.'

Caroline Massingham,
Group HR Director, Noble Foods

NOBLE
FOODS

The annual retainer – Cost-effective support just when you need it

Under our fixed-price retainer, we provide line managers and HR executives with expert, up-to-date support from nominated consultants who will quickly get to know an organisation, its approach to managing people and the way it operates.

Each of our retainer clients is affiliated to one of our team of lawyers and HR specialists who, responding swiftly by phone, e-mail or face-to-face, provides them with:

- options for effectively resolving the everyday employment problems that crop up in all workplaces
- a review of core employment documentation – statements of terms and conditions and handbooks
- guidance on policies and procedures
- a briefing for managers on current developments or on a specific subject; such as managing discipline or absence
- updates on important new topics
- our annual publication: 'Employment law for line managers'.

Our retainer clients each have a secure space on our HR extranet, allowing them access to bespoke employment documentation and immediately available data on how the service is being used and the subjects on which advice has been given.

Pricing and scope of the retainer

Once we know the size and structure of your business and the number of managers that might use the service, we can give you a competitive, value-for-money quotation of an annual fee – but the contract can be terminated at one month's notice. We review the retainer after six months and, thereafter, annually. On each occasion, after consultation, we set the fee according to how regularly the service is being used.

Where a client has an annual retainer, we supplement the support provided under it with other services, chargeable at an agreed daily or hourly fee, to respond to specific needs, which might be related to:

- employment law/employee relations
- pay and benefits
- recruitment and retention; or
- some other aspect of our help on managing HR.

Preliminary discussions will confirm the aims and define the outcomes of such additional work and often enable us to provide a firm quotation.



'Collinson Grant helped managers to restructure the business and improve results. In addition there was improved transparency in terms of driver activities and consequently measurement of targets, such as on-time deliveries.'

Darren Sweet, UK Operations Support Manager,
Northgate plc

NORTHGATE
Vehicle Hire

Darren Sweet of Northgate (right) with Collinson Grant consultants David Moss crop (centre) and Stephen Unwin.

Help with managing people

Collinson Grant assists with everyday management of people and also with any unanticipated problems that may arise.

Reward – Pay and benefits

We help managers to ensure that strategies for pay and benefits add value and make a positive contribution to the bottom line by:

- developing grade structures or incentive schemes
- carrying out job evaluation
- benchmarking pay against the market
- ensuring compliance with equal pay legislation.

Our reward experts design and implement robust systems for remuneration that achieve better returns from people.

Employee relations

We advise clients on how to handle the collective relationship with their employees. We strongly believe that productivity is improved by good communication with employees and by keeping them informed about the business.

We can respond to claims by trades unions for recognition and collective bargaining. We negotiate and consult with union officials and other employees' representatives on pay and redundancy. We help to resolve conflicts, get communications right and obtain employees' views on matters affecting their work.

Managing performance

Many companies have some form of annual appraisal. In our view, appraisals are only part of managing performance. Other components include:

- praising success
- correcting failure
- upholding standards of performance and discipline.

We show clients how to adopt a more responsive approach and give managers the skills and confidence to implement it.



'Collinson Grant gives us the advice we need at the point when we ask for it. We have been able to manage staff appropriately and proportionately, as we should.'

Trudy Duke, HR and Training Director,
Exemplar Health Care



Trudy Duke of Exemplar Health Care with Collinson Grant consultants Victoria Young (left) and Mike Carroll.

Getting recruitment right – Psychometric assessments

Recruitment is more than simply filling a vacancy; a proper analysis of recruitment processes often reveals worrying weaknesses and hidden costs. We help to install effective controls and improve objectivity in selection.

Psychometric assessments improve the quality of decisions in recruitment. They are a reliable and cost-effective means for measuring intelligence, aptitude and personality. Our qualified psychologists carry out group or individual assessments on job applicants or on current managers seeking promotion or development.

HR strategy

We help our clients to develop an HR strategy by considering what the organisation is trying to achieve and clearly defining how people need to be managed to make this happen. The strategy takes in resourcing, learning and development, performance management, reward, employee relations and organisational culture.

Pay benchmarking

Benchmarking by collecting data on similar jobs in other organisations helps managers to judge the competitiveness of individual or group remuneration. We assist clients with:

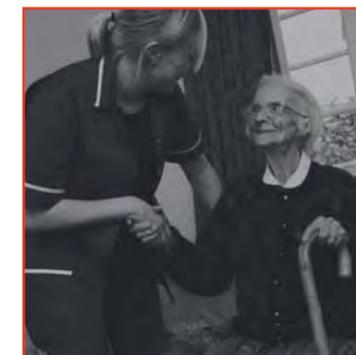
- bespoke surveys of pay
- benchmarking for specific jobs
- functional, regional or industry comparisons
- trends and patterns in pay and benefits
- employee surveys.

Surveys of employees' views are a valuable means for revealing problems such as barriers to efficiency, training needs, poor communication or inadequate supervision.

We work with clients to develop questionnaires, often through focus groups or by using our bank of survey questions. We test the survey document and prepare reports on the outcomes. We assist the business in responding to the employees and plan actions based on the results.

This is only a snapshot of our HR services;
more information can be found at:

www.collinsongranthr.com



‘Thorn Lighting stood out for its attention to quality, cost and delivery.’

Dr Marek Szejczewski, presenting the Factory of the Year Award 2009 to Thorn Lighting in Spennymoor, after Collinson Grant reconfigured and relocated the business.

THORN
Lighting people and places

A production line worker at Thorn Lighting.

Restructuring and managing transition

Collinson Grant has many years' experience of restructuring businesses and integrating new acquisitions. Our consultants understand how to implement change successfully and ensure that managers have clear aims and defined goals. We can design new organisations, manage the transition and ensure planned savings are realised. We regularly advise on TUPE and how to manage large-scale redundancies efficiently and fairly.

Interim support on HR

Our consultants have completed assignments as interim HR directors or operational directors of large businesses. In several cases we were asked to help because a major restructuring was required and the existing HR team had insufficient resources or experience.

If required by the client, we can find a replacement HR director or manager using our contacts in the industry. Sometimes a Collinson Grant consultant will round off an assignment as an interim HR director by recruiting a successor.

Training for managers

Helping managers to improve their performance is a common feature of our work. Our approach is to ensure that they know what they are accountable for and how and when their performance is measured and reported. There are numerous skills that go to make a successful manager – communication, delegation, managing discipline and performance, team building, and many more.

Our training modules are tailored in every case to the particular needs of the organisation. Sometimes we will use a set of psychometric tests to plan a tailored programme of training, which may include formal and informal sessions and one-to-one coaching; and we leave participants with a toolkit that they can use in their roles as managers.

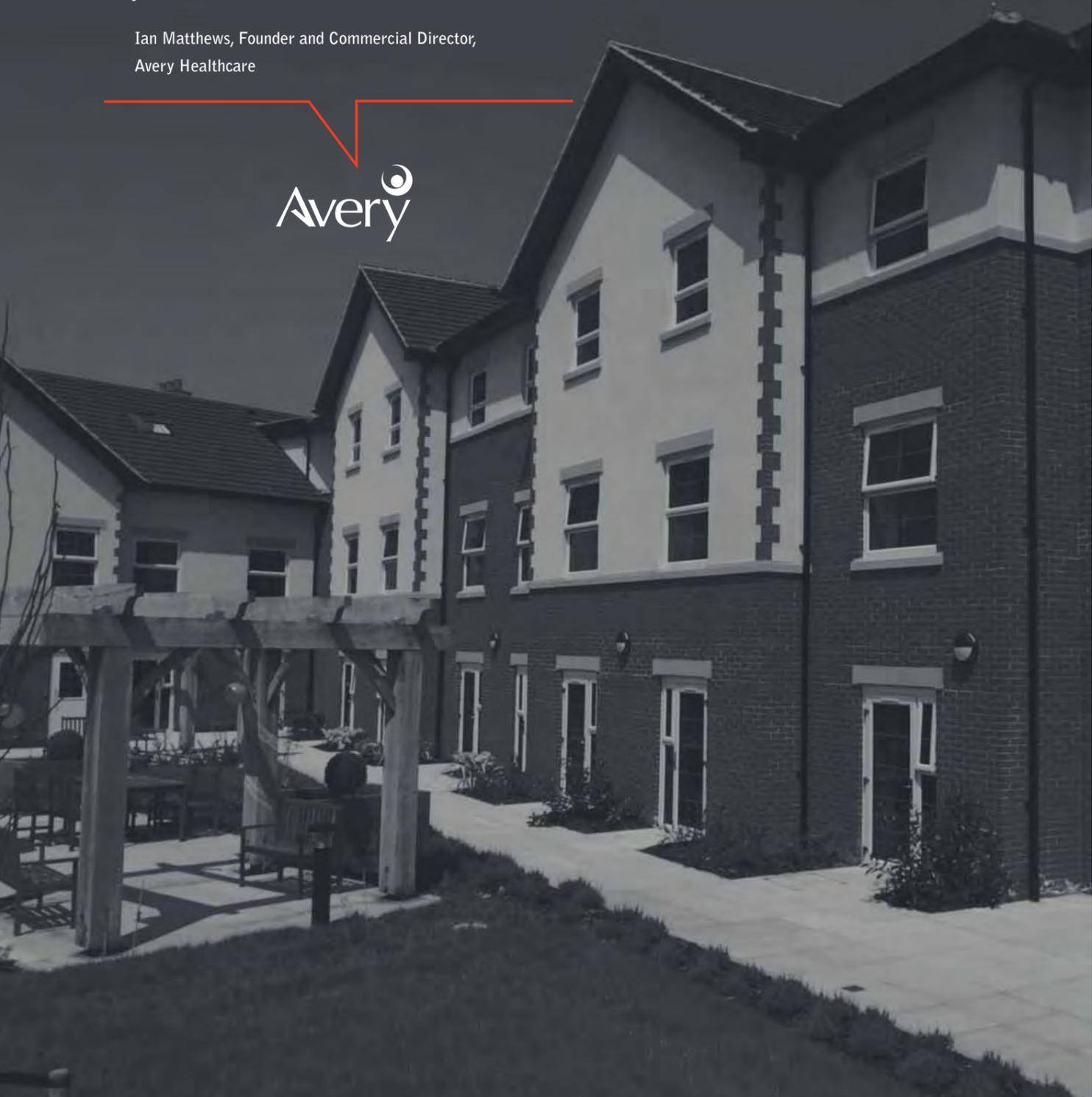
The international scope of our work

Many of our clients have subsidiaries or sister companies in mainland Europe or further afield. We have supported them on restructuring projects in France, Germany and Spain, on HR due diligence in Italy, on relocation to and recruitment in the Czech Republic, and on many other employment-related questions in other countries.

We have handled complex closures, management buy-outs and the transfer of operations to different countries. We understand not only the complexity of legislation but also the cultural factors that affect its application.

'The Collinson Grant retainer service is exactly how an employment support package should operate. We are firm in the way we handle employment relations, and the reason we are able to be firm is that we are confident in the advice we get from Collinson Grant.'

Ian Matthews, Founder and Commercial Director,
Avery Healthcare



*Hanford Court in Stoke-on-Trent,
one of Avery's newest care homes.*

Collinson Grant

Collinson Grant is a management consultancy serving clients throughout the UK, mainland Europe and worldwide. We have been supporting clients to manage their people for more than 40 years. Our consultancy skills and diverse experience help us to achieve successful results in demanding situations. Our HR consultants and employment lawyers all bring years of experience to their assignments.

We focus on providing clients with a comprehensive HR management service and professional advice on all aspects of employment law:

- We work in all sectors – with owner-managed businesses, regional and national companies, and global corporations.
- Our skilled HR consultants have all held senior jobs in large organisations – they are commercially minded and operationally aware.
- Our employment lawyers are highly experienced – they offer pragmatic advice to meet the needs of your business.
- We tailor our support to clients' requirements, helping them to reduce costs and save managerial time with minimal disruption to their business.

Want to know more?

We should be delighted to tell you more about how we can help your business:

Telephone: +44 161 703 5600

E-mail: hr@collinsongrant.com

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