



FEATURED IN THIS ISSUE



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Are you an outstanding HR Director?



ResourceBank is once again sponsoring the annual Personnel Today "HR Director of the Year" award in November which is now open for entries.

We thought we'd take the opportunity to look at what makes an outstanding HR Director and what the judges of this award are looking for. Could you consider entering? Or if you shy away from the limelight, should you use the criteria shown below to assess your own performance (or ask your CEO/ fellow Directors or team to give their feedback on your performance)?

The official line from the Personnel Judging panel is this:

"This HR Director of the Year award is for an individual who can demonstrate outstanding leadership. Entries should explain the contribution the HR director has made both to their own team and to

the organisation as a whole. Candidates must demonstrate that they have developed an effective HR team and present evidence of their contribution to the business."

It is that word "evidence" that many HR Directors struggle with. Lisa Wormald, Director of Executive Search for ResourceBank, has over 19 years' experience in recruiting for HR Director positions; "When I am reviewing CVs of candidates for HR Director positions, often there is a lack of clear evidence of what has been achieved and importantly how the candidate delivered this. Candidates tend to concentrate on one or the other, but you need to present a clear picture on

what your previous challenges were, what you personally did to overcome these and what the tangible results for your business was. It's this "situation - action - outcome" trilogy that HR Directors need to be able to present clearly for potential employers to get excited with."

The Personnel Today judging panel confirm that they also look for evidence of how an HR Director has personally contributed to the wider success of the business.

Lisa continues "Outstanding HR Directors do not just focus on their HR department but see a key aspect of their role is to improve the wider performance of their business. I have seen research indicating

“ Outstanding HR Directors do not just focus on their HR department but see a key aspect of their role is to improve the wider performance of their business. ”

Lisa Wormald,
Director of Executive Search

Key factors for HR Director of the year

- Innovation
- Teamwork
- Leadership
- Effective use of resources
- Contribution to the business



Contact **Lisa Wormald**
on **07982 587597**

The 2018 winner

Louise Benford, William Hill



Louise Benford (second left) receives the HR Director of the Year award 2018 from Lisa Wormald (second right)

Louise and her team led an end-to-end review of the retail operating model and designed a communication programme to engage colleagues with the changes.

The aim was not only to reduce cost but also improve job satisfaction, morale, operational excellence and career progression. Once the new structure was in place, Louise worked closely with the managing director to embed a new culture of empowerment and more supportive style of leadership. She also introduced new roles of head of learning and development and head of internal communications.

While doing this, Louise led HR for 13,500 people and hosted steering groups with

the group CEO and group HR director, as well as establishing a National Colleague Forum to ensure employees had a voice.

Louise led the development and launch of a new set of values, which are now firmly embedded in the company's people processes. Colleague engagement and customer Net Promoter Scores have gone up, and her managing director says "she has been the driving force behind the success of her own department but also contributed to the success of the retail business as a whole".

that while 50% of CEOs have a background in Finance, only 5% are from HR. This is a shocking statistic given that talented HR Directors have all the qualities needed to be a successful CEO. Good HR Directors have great communication skills, empathy, integrity, business acumen and leadership skills, and they should have the opportunity to go that one step further to the CEO position."

The other factors that the Personnel Today awards look at are innovation, teamwork, leadership and use of resources, all key areas that outstanding HR Directors will harness effectively to help drive their businesses forward.

So, do you (or does your HR Director) demonstrate these factors and play an important role in the success of your business? Entries are open until the 21st June at www.personneltodayawards.com.

VIEWPOINT

From HRD to MD; Why don't more HR Directors run companies?

In this edition of The Source we talk about some of the aspects that make a good HRD stand out; business focus, empowering people and having a strategic viewpoint being a few. All excellent credentials for a good CEO you would think. Sadly, for the HR fraternity evidence would suggest the opposite.

HRDs are underrepresented on main boards, outnumbered consistently by Finance Directors 2:1 and even Marketing Directors by 3:1. They seem to lack the killer instinct, perhaps not surprising for HR! Main boards, certainly at FTSE 250 level, are dominated by CEOs with finance, operations, engineering and technology backgrounds and it's very hard to find one with a true HR background.

In an era when the human capital of any business is at a premium surely HR should be making the break into general management. So, what can we do to ensure this changes over the next few years?

My personal view is that I would like to see more HRDs move out of the HR arena and demonstrate they have what it takes to run a sales division, run a factory, organise logistics and develop a marketing strategy. In larger organisations the middle to senior management cadre is more than capable of running the show, they just need strategic input and to think differently.

So, come on you HRDs, step out of your comfort zone and aim for the top not just HR Director of the Year.

Richard Pearson

Managing Director
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ResourceBank Healthcare



Queen Elizabeth Hospital, Birmingham

We are delighted to announce the appointment of Sam Alsop-Hall as Managing Director for ResourceBank Healthcare.

Sam has worked in both Management Consultancy and Recruitment in the UK and European Healthcare markets and will be heading the creation and development of a unique and socially conscious “hybrid consultancy” business for ResourceBank which will allow NHS & Private Healthcare organisations to access services from our RPO, Executive Search, Interim Management and HR Solutions businesses.

Sam explains the service in more detail:

Hybrid service

The healthcare market is in an interesting space currently where I believe traditional consultancy practice, and equally, traditional recruitment processes are not fit for purpose.

A “hybrid” approach which encapsulates the best of both is now the way forward – the speed, flexibility and market intelligence of good healthcare recruitment blended with the expertise, governance and delivery models of consultancy.

ResourceBank’s portfolio of services is perfect for my Healthcare network

I am delighted to have an unparalleled network of effective, experienced and connected advisors, interim consultants and coaches who are in a position to support people and systems deliver better health and care; but sometimes the complex buying processes in the NHS in particular mean healthcare clients cannot access this eco-system of people in a cost effective, transparent and flexible way.

We know that to deliver the “10 year plan” senior and capable people will be required in the NHS to manage the implementation of system transition plans, but the NHS cannot afford to purchase this expertise in the way it has previously which resulted in billions spent with recruitment and consultancy businesses with little to show for it. Outsourcing certain HR, consultancy and recruitment activities to a forward-thinking partner can unlock the most valuable approach to delivery and this is evident in the continued growth of the RPO industry.

ResourceBank has the track-record and expertise to really help, I believe combining my healthcare sector knowledge with this track record will allow us to broker a bespoke-solution for healthcare clients which is best in class.

ResourceBank and I believe in giving something back

As many in my network know I am passionate about “giving back” whether that’s through my charity work as Co-Chair for Action for Children or simply through giving my time to support people without the expectation of something in return. ResourceBank are a socially conscious business where “doing the right thing” is part of the foundations of the company. With that in mind I am delighted to confirm a commitment from the business to “give back” a percentage of the profits generated by my business unit to worthy causes in the NHS, Social Care and Charity Sectors. I am very excited about this commitment and look forward to being able to help worthy causes. In fact – feel free to get in touch with me to find out more about this.



Contact **Sam Alsop-Hall**
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Case study



Administration team recruitment project



Charles Russell Speechlys is an international law firm headquartered in London.

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At the beginning of 2019 the firm undertook a restructuring of its secretarial and administration support and established a new Client Services function. In order to launch the new function successfully, they needed to recruit around 25 client services administrators into the teams in London, Cheltenham and Guildford within a 3-month timescale.

Charles Russell Speechlys has a small recruitment team which did not have the resources to support this additional level of recruitment in such a short timescale. ResourceBank presented a proposal and quotation which demonstrated approximately £40,000 of savings compared to using recruitment agencies and were appointed to run the project.

Implementation

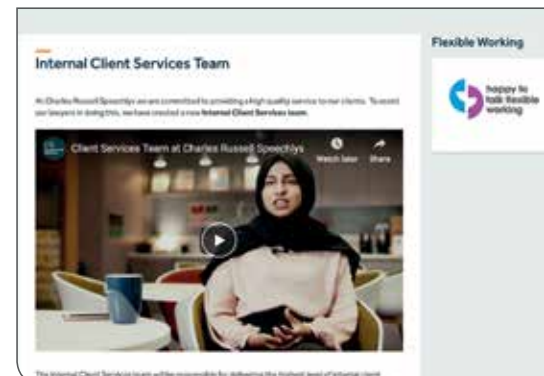
ResourceBank established a project team with experience of the legal sector and, together with the Charles Russell Speechlys resourcing team, created a project plan which mapped out an 8-week schedule including:

- Creation of job specification, job advert and candidate specification
- Recruitment video to showcase the offices, culture and benefits of working for Charles Russell Speechlys
- Advertising of vacancies on selected digital and social channels
- Initial telephone screening of candidates against key criteria
- Organised and delivered 5 days of assessment centres
- Candidate management and communication to ensure attendance at assessment days
- Verbal offer post-assessment and feedback to all rejected candidates
- Liaison with CRS HR team to ensure formal offer is produced and accepted



Results

- More than 600 applications received and every one assessed against agreed criteria
- 140 initial telephone conversations (pre-screens)
- 98 full telephone interviews
- 51 candidates selected and attended assessment days (only 1 non-attendee)
- 21 candidates offered (20 accepted)
- 2 additional candidates offered (and accepted) more senior roles
- All roles filled on schedule and 100% retention to date
- Savings of £40,000 compared to using recruitment agencies



Video created by ResourceBank for client

“ Using ResourceBank was a new approach for us but we are delighted by the results. The quality and suitability of the candidates was exactly what we were looking for.

The ResourceBank team provided an excellent level of candidate care throughout the interview and assessment process – indeed most of the candidates thought that they were full time Charles Russell Speechlys employees and we feel this really helped to build engagement and a high level of successful hire. The fixed project cost meant that we saved significantly compared to using traditional contingency recruitment agencies and we will definitely use ResourceBank again for any similar project need.”



Hayley Halvatzis,
Resourcing Manager,
Charles Russell Speechlys LLP

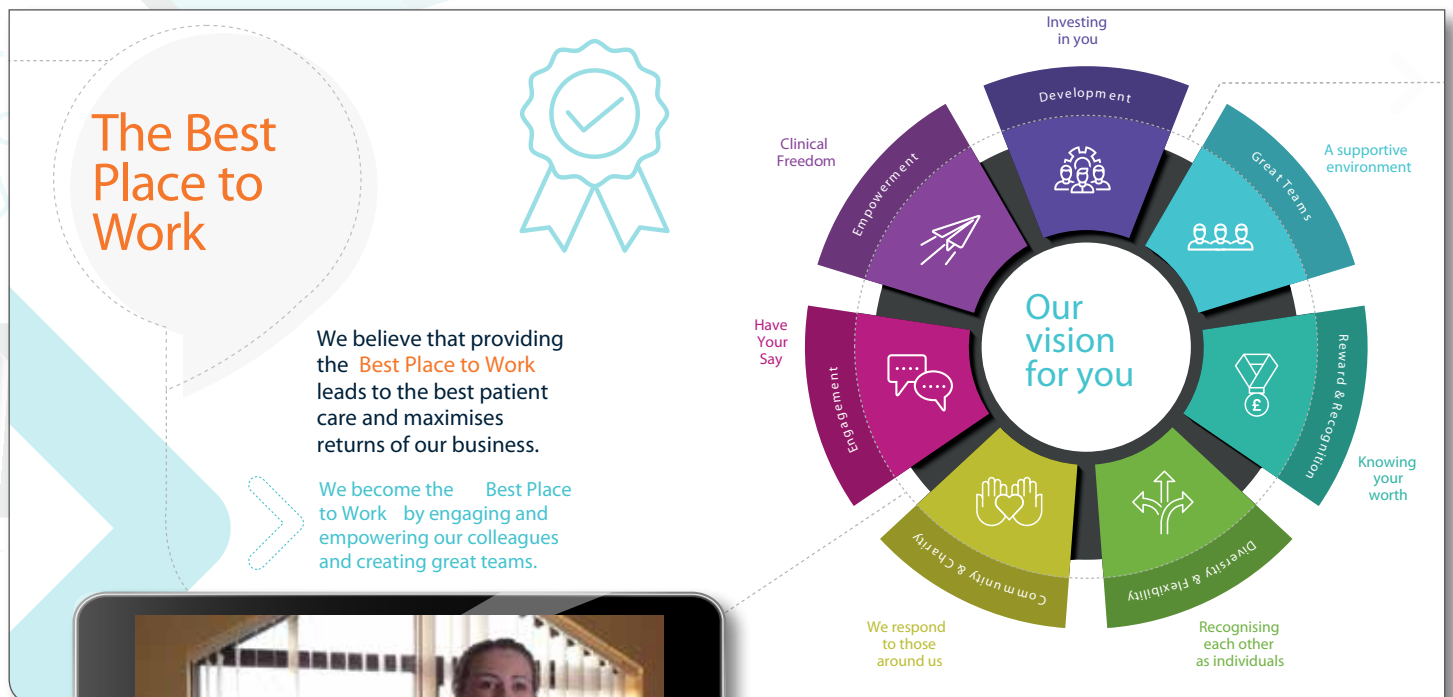
EVP and outsourced recruitment for Dental Partners

In the final quarter of 2018, ResourceBank began operating an outsourced central recruitment service for Dental Partners, one of England's newest and fastest growing private equity backed dental businesses.



The recruitment market for qualified dentists is very competitive.

ResourceBank were selected to provide a professional, consistent and engaging talent attraction strategy for Dental Partners, whose key differential is to be **THE** best place to work in the UK for dentists, nurses and other dental staff.



ResourceBank provided video, digital and printed media for Dental Partners.

Our dedicated recruitment team has worked alongside Dental Partners' HR and Marketing departments to produce a clear EVP that is communicated through video, digital and printed media.

Vacancy and candidate management system for Middleby

The Middleby Group, which incorporates some leading brands including Aga Rangemaster and Fired Earth, has implemented a co-ordinated management system for its UK recruitment.

The system empowers local managers to register and have vacancies approved, to advertise vacancies on the Middleby careers website and on jobboards, and to

process candidates, accepting, rejecting, arranging interviews and making offers. The system has been designed, implemented and managed by ResourceBank and is underpinned by the world leading Avature ATS. The system has been praised by managers and by central HR, who now have full visibility of UK recruitment demands throughout the group



The Middleby portal

Legal firm outsources recruitment

Simpson Millar, a legal firm with 500 staff and 10 offices throughout the UK, has selected ResourceBank to provide an embedded RPO service for all permanent recruitment in the UK.

The firm has a strong growth plan for the next five years and will need to recruit a significant number of new colleagues across the country every year to meet that target. ResourceBank has created a dedicated team headed by Anna Brett LLB

and featuring Jasmine Pearson LLB LPC and Peter Murphy, an experienced legal sector recruiter, who is based on-site at Simpson Millar's head office in Leeds.

The ResourceBank team will be known as the Simpson Millar Resourcing Team (SMRT) and will handle all aspects of recruitment for the firm. The team will communicate the positive prospects of the business to the legal sector community, develop a clear employer value proposition

and build a strong talent pipeline to drive the future growth of the business. Simpson Millar has historically had a high level of recruitment agency usage, and the SMRT will maintain the most effective agencies for specialist positions but seek to recruit direct for the majority of new hires.

Helen Sutton, HR Director for Simpson Millar said;

“Shortly after I was appointed to Simpson Millar it became clear to me that we needed some expert assistance if we were to achieve the levels and quality of talent attraction that we need to hit our targets. I have successfully used ResourceBank in the past and was impressed by their commitment to provide us with a dedicated team with legal sector expertise. I also had faith in their proven capability to build and communicate a clear Employer Value Proposition in order to recruit high quality candidates that match an employer's culture.

This agreement with Simpson Millar is the third secured by ResourceBank within the legal sector this year following contracts awarded by Charles Russell Speechlys and Irwin Mitchell.



Helen Sutton
HR Director

New clients since November 2018:

- ATS Euromaster
- Bellway Homes
- Charles Russell Speechlys
- Housing Plus Group
- Irwin Mitchell
- James Hay
- Lewisham & Greenwich NHS Trust
- Loomis
- Mountain Warehouse
- National Timber Group
- Simpson Millar
- Triumph

Significant growth in Engagement monitoring service

Our independent engagement monitoring service has had significant growth over the last six months. Charlotte Todd-Smith, Service Development Manager for ResourceBank said “There appears to have been an increased appetite for data-driven insight within HR. Our fully customisable surveys focus on qualitative and quantitative data. Clients have access to their results via an online portal to review, filter and export their real-time data. In addition we produce headline graphical reports at a frequency to suit to assist in the identification of engagement trends and immediate actions”.

One of the new clients, Housing Plus Group, have said “We have only been using the engagement monitoring service for a few months as a tool in our stabilisation

programme. Along with HR, our Directors have access to the portal to see data in real time enabling us to drive change holistically. Already meaningful data has been produced that has enabled us to quantify previous anecdotal feedback, from this we have two key areas of focus. Additionally, it has given us greater breadth and depth of understanding of our departing colleagues in terms of what they value as well as further improvements that can be made.”

Our engagement service doesn't just focus on exit interviews. The team undertake specific interviews to track the engagement levels of recent starter, probation, STAY and “rare-skill” employees, as well as undertaking company-wide engagement surveys. The independence of the team and the

efficiency, speed and clarity of reporting means that clients from every sector are discovering that the ResourceBank service is a very effective and cost-efficient option.



Contact **Charlotte Todd-Smith**
on **01952 281900** or **07734 972679**

Food Sorcery in Manchester

The ResourceBank #HRDisrupters networking group created a fantastic Asian banquet in March at the Food Sorcery Cooking School near Manchester. HR Managers, Interims and Directors from a wide range of sectors came together to share tips and ideas about increasing employee engagement while cooking up dishes including sesame seared tuna, Asian infused beef and deep fried prawns.

Great fun was had by all (and the beef declared the best dish by our fantastic chef-coaches). The Manchester event was the third for the #HRDisrupters group. Future events are planned for later in the year in Birmingham and London. Any HR Director, Interim or Manager interested in attending should join the HRDisrupters Group on LinkedIn or email julia.lake@resourcebank.co.uk



Charity stars

Several ResourceBank team members have been going the extra mile to raise money for charity this year. Alix Walker pounded round the London Marathon course to raise money for SSAFA, an armed forces charity providing lifelong support for those who serve and their families. Anna Brett swam 15k to raise money for Cancer Research UK and Marie Curie care (and is hoping to swim the equivalent of the English Channel next year). Mica Daly-Smith completed a 24 hour gaming marathon in aid of SpecialEffect and Gameblast and Rachel Everett smashed her 80 miles for MS in May challenge and raised over £1000 for Multiple Sclerosis Trust. Congratulations to all our charity stars!



Meet the team

Gareth Jones
Recruitment Lead,
Northgate Vehicle Hire



I started as a Recruitment Business Partner working on the Northgate Vehicle Hire account based at their Head Office in Darlington. Initially I joined on a fixed term contract but was quickly offered a permanent role. I have managed a variety of roles for Northgate over the last two years but now I tend to focus on Head Office, our Reading Hub and UK wide sales roles with salaries in excess of £40,000.

I enjoy being fully integrated into Northgate and being part of the team. I really enjoy seeing candidates that I recruited two years ago being promoted and actively contributing to the success of the business. You feel that your hard work has really paid off!

I have recently been promoted to a Recruitment Lead position where I now mentor and support other members of the ResourceBank Northgate team as well as being the first point of contact for our client managers. I am delighted that my potential has been recognised by the management team at ResourceBank and I look forward to further developing my career here.

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