

tie Ltd

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Recommendation for HR and leadership development support

The issues

The HR Leadership Gap in tie was recognised by Richard Jeffrey, the new CEO, and Gordon Rae was introduced in July as the Interim HR Director on a part time basis.

Firstly, over the past two months a structure has been put in place which aims to drive a significant change in leadership behaviour and to achieve a culture shift, moving tie to become a truly high performing organisation.

The HR Manager, Claire Logan, is a very capable individual but she lacks experience in delivering organisational change at the level described.

The leadership team have been willing participants in the change processes but the developments are at an early stage and lack sustainable momentum. There is a real risk that without knowledgeable support these developments will falter and fail to deliver the change required.

Secondly the next few months will see significant development in the preparation for operating the tram, including creating an organisation structure and developing possible integration plans for trams and buses in Edinburgh. These issues need careful planning and input from someone with Organisation Design and Development capability.

If consideration to the recruitment of a replacement HR Director is to be delayed until early 2010 and even at that time be dependent on the degree of integration of trams and buses, then I think it is essential that an interim solution is developed.

Recommendations

Option 1

It would be possible to bring in some external expertise to help drive the Leadership Development. A number of consultants operate in this area and YSC are known to tie. They will certainly be able to pick up from the work done, help with diagnostics and shape the forward activity. They will also be able to plan for a more engaged approach to coaching and developing talent.

Jock Encombe heads up the Scottish practice and I am aware that Joanna Bleau is known to tie. I have worked with both and rate them highly. I know that YSc would be able to build easily on the work that has been started.

I have also worked with Sharon Rice-Oxley (Sharon Matthews) who has recently become a founding partner of Q5, performance consultants, who I think would be able to focus on Leadership Development and Organisation effectiveness.

Another provider, Paul Swift was discussed but I feel that tie needs to ensure that it does not overuse the BAA connection in its development. For that reason I would not recommend using Paul.

I would estimate the cost of this support to be £15-£20k for the initial phase. Most consultancies are finding work hard to come by at the moment and so there should be scope for negotiation around any price quoted.

Option 2

Given the work that is needed on Leadership, Values and Organisation Design, I think a better solution would be a further Interim HR Director. This option has the benefit of embedding the driver of change in the senior team where they will get a far clearer feel for the culture and challenges. It will also provide a resource which will be able to deliver across the full range of required support, and also be able to continue to develop Claire, the HR Manager.

I think there are Interim HRD's out there who have the broad range of skills to deliver what is needed and be prepared to take on a part-time role. It might also be possible to pick up someone in the market who is attracted by the prospect of the permanent role and willing to work on a day rate until the New Year.

The role will require no more than 2 days per week of an HRD's time and care should be exercised when selecting an Interim that they will commit to a contract which provides 2 days a week up to Christmas.

Rates are likely to be in the £750 - £1000 per day range, (most agencies charge c 25% on top of day rate).

Agencies to consider are Munro who would possibly be willing to negotiate a sharp deal as they hope to recruit the permanent role. Paul Curry @ Hudson is worth considering as is Carol Ann Massie at Carlyle.

I would use the spec that I put together for Munro on the HRD role to brief all of the above on the needs and Claire can manage the process. I am happy to be involved in any selection.

Option 3

Consideration could be given to training Claire in some diagnostic and performance tools but unfortunately it takes some time to become practised in their use. If option 2 is pursued and if Claire is likely to play a part in the next phase of tie then her development in these areas is important and could be managed by the interim HRD.

Conclusion

I really think the best solution for tie at this stage is to seek a further interim HR Director and only if one cannot be found then consultant support be introduced. It should be possible to conduct the search and have an interim in place within two weeks.