

## *robin jordan associates - consulting* ORGANISATION PROFILE

### The Practice

Founded in 1986, rja's consulting practice specialises in human resource and human resource development issues and its links to improved business performance.

We also have a parallel practice specialising in counselling, employee assistance, professional supervision and mediation.

### Our Consulting Expertise

Our expertise is helping clients :

- improve their organisational, management, team and people effective.
- resolve problems and implement solutions associated with people-related issues.

### Our Clients

rja's clients come from almost every sector including executive NDPB's, voluntary and not-for-profit organisations. Their annual turnovers range from £100,000 p.a. to several hundred million pounds per annum; their workforces from less than ten to over 1,000. The techniques and approaches that we adopt and the expertise we bring are not sector specific as our client list demonstrates.

### Our Consulting Style

This is characterised by the following attributes :

- providing customised solutions to meet clients' needs.
- maximum transfer of skills to our clients.
- maximum use of pc technology to improve our own and clients' effectiveness and efficiency.
- remaining an independent organisation whose work methods, recommendations and decisions are based on the highest standards of professionalism and ethics.

## IN IMPROVING ORGANISATIONAL PERFORMANCE

rja has :

- conducted structured audits of both organisation and department effectiveness that have had impacts ranging from being able to do 'more with less resources' through to allowing organisations to survive.
- worked with senior management teams and staff to define and agree the strategies that will transform their organisations to meet future needs.
- helped restructure organisations, divisions, departments and management teams by assisting in the redefinition of roles and responsibilities.
- improved administrative and organisational effectiveness and decreased costs through process re-engineering and system, work, job restructuring and resource rebalancing.
- designed and run programmes to facilitate changes in culture, management style and management role
- designed and ran an innovative and highly time-effective approach to improving management effectiveness that, in one event, produced recurring annual savings to the client of £1,000,000.
- helped organisations identify, come to terms with and act on significant people management blockages in their organisations ranging from 'organisational overheating' and over-production through poor communications to complete lack of trust.
- successfully reviewed organisations approaches to human resource management issues that had manifested itself in high absenteeism, poor morale, poor recruitment and high labour turnover.
- taken the role of mentor/facilitator/coach to senior executives and senior executive teams.
- devised and contributed to national, local and internal workshops and conferences on specific HR topics.

## IN RESOLVING SPECIFIC HR ISSUES

rja has :

- introduced grading and pay arrangements that provide the necessary frameworks to administer salaries on an equitable basis and provide a Tribunal Defence against potential equal pay claims.
- rationalised the pay and conditions of different staff groups into a consistent single structure including significant reductions in grades and allowances at minimum cost to the organisation.
- conducted multi-dimensional studies of high absenteeism and recruitment/retention issues and made recommendations that resulted in 50% improvements.
- devised and implemented a series of diagnostic tools to address specific HR issues (eg reducing leavers by 30%, via tracking changes in morale from recruitment through to leaving).
- conducted surveys and benchmarking exercises on specific HR issues such as senior management pay, annualised hours, sector pay and benefits, sector and regional skills shortages, etc..
- designed and implemented performance management processes that link employees' work outcomes and development plans to business needs.
- written integrated job descriptions and initial objectives for complete management teams.
- taken volumes of HR policies and procedures and rewritten them into short employer and employee handbooks. Also written handbooks from scratch.
- assessed the effectiveness of internal communications processes and implemented new systems and procedures that had the desired improvement result.
- reviewed the opportunities for pc-solutions in HR functions and specified, short-listed and project managed installation of HR information systems.
- developed HR policies and procedures to cope with specific HR situations (eg bullying, harassment and substance abuse).

## WHAT OUR CLIENTS HAVE SAID ABOUT US

- "I can only commend your work here.... Its recommendations were both far reaching and totally objective." (Chief Executive of an organisation on a report to the Board on opportunities to improve organisational effectiveness.)
- "The initiative is working. Staff are becoming more responsible for their own areas, teamworking shows signs of improvement, communication has improved, management is beginning to empower rather than control their staff." (Senior Manager of a Government Department – one year after the launch of a cultural change programme.)
- "We were delighted to appoint rja to help us with this difficult assignment." (Director of Corporate Strategy of a NDPB.)
- "I am completely satisfied with both the manner in which this difficult assignment was conducted and the quality of findings and recommendations. The presentation to the management team was challenging and thought provoking, but at the same time good humoured and courteous. I would have no hesitation in engaging their services again." (Senior Manager of a national financial organisation following an internal review.)
- "I've heard more sense talked about HR in the last ten minutes than I have in the last ten years." (Chief Executive of a Local Authority commenting on an internal HR Strategy Conference led by rja.)
- "We were immediately impressed with their technical expertise, human resources experience and their way of dealing with us." (Senior Vice President, HR of a global wines and spirits organisation.)
- "Once again, thank you for a very enjoyable and instructive directors' workshop.... I know from speaking with my colleagues that this is a view shared by all." (Human Resource Director of an international engineering company.)
- "As a group we now no longer treat each other as enemies. Now, we are at least colleagues at work with common problems and often very good friends." (Delegate making a presentation to his directors on the outcomes of attending the rja development programme.)

Working as a subcontractor for a national HR consulting organisation rja achieved their highest ever client satisfaction rating.