

GRAHAM CLARKE CHARTERED MCIPD

Available for interim assignments across the UK

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A commercially focussed HR professional with over 25 years experience who has delivered key business objectives both in the public and private sectors in the UK and internationally. Has the ability to quickly develop strong relationships with Business leaders, Clients, Management, Employees and Trade Unions.

Key Skills & Attributes

- Prince2 Project Management experience
- Business Planning & Strategy
- Restructures & Redundancies
- Public/Private Sector experience
- Employee Engagement/Cultural Change
- Leadership/Management
- Insourcing/Outsourcing/Tupe
- Divestment
- Bidding & Commercial negotiations
- Trade Unions

Sector Experience

Business Services

- Atkins, Group4Securicor

Public & Regulated

- Consumer Credit Counselling Service, Bradford Council, Manchester City Council, Home Office, Metropolitan Police Authority, Leeds/Bradford International Airport

Financial Services, Retail & Manufacturing

- Dairy Crest, Heerema Marine & Fabrication, Northern Rock, Barclays, Lloyds, HBOS, Littlewoods

Interim Career History

April 2012 – September 2012

Interim HR Project Manager Dairy Crest

Dairy Crest are the UK's leading dairy foods company manufacturing a range of dairy brands including Cathedral City, Clover, Country Life and FRijj. Dairy Crest employs over 5000 people with an annual turnover of £1.2bn. I led the HR programme to close 2 dairies in Liverpool and Fenstanton. Overall the 2 dairies employed over 450 employees.

- The closure of these 2 dairies was the largest redundancy programme ever undertaken in Dairy Crest. Both dairies had Trade Union recognition agreements and legacy site agreements resulting from previous Tupe transfers.
- Developed the project plan, risk register and RACI and led the HR team; HR Business Partners, Employee Relations Officers, Shared Service and Recruitment to ensure the plan was delivered on time, on budget and compliantly.
- Ensured a consistent approach to managing the Trade Union relationships to comply with redundancy consultation requirements, communicate the business case, confirm severance terms and support redeployment and outplacement activity.
- Responsible for developing the communications plan including all announcements, briefings, presentations to all stakeholders. This included affected and non-affected Dairy Crest employees, Trade Unions, external clients, customers and suppliers.

October 2010 - November 2011

Interim HR Transition Manager Atkins

Atkins is one of the world's leading engineering and design consultancies employing over 17000 employees with an annual turnover of £1.7bn. Reporting to the Managing Director of the Asset Management Business I had a dual role; lead the HR programme to divest the business and act as a Business Partner with overall responsibility for the development and delivery of the HR strategy. At the time the business employed 550 employees with a turnover of £45m.

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- The divestment was the largest ever undertaken in Atkins. The business was complex consisting of a number of PFI contracts (NHS, Defence and Police), public and private sector contracts (Met Police, Home Office and Lloyds Banking Group) employing 1st, 2nd and 3rd generation Tupe transfers.
- Operating within a wider PMO developed the project plan and risk register leading the HR Divestment Team; Regional HR Operations, Shared Service, Recruitment, Learning & Development and Reward to ensure all aspects of the plan were delivered on time and compliantly.
- Responsible for data provision and engaged with the commercial and legal teams acting on behalf of Atkins and Sodexo to ensure the disclosure and warranties process was fully compliant at each stage of the sale process.
- Led on communications including announcements and briefings to all staff and managed the Tupe consultation process with Trade Unions and Elected Representatives. Our approach was developed to align with Sodexo's culture change/engagement programme in support of the transfer.
- Developed and implemented the HR strategy ensuring it aligned with the business plan and was adapted as the sale process progressed.

July 2010 - October 2010

**Interim Resourcing Manager
Northern Rock**

I joined Northern Rock prior to its separation and transition to Virgin Money/UKAR. I reported to the Head of Resourcing and had responsibility for managing all recruitment across 2 areas of the bank.

- Accountable for supporting the initial integration and resourcing of the new Northern Rock structure pre separation to maximize effectiveness and to deliver value to the UK taxpayer by reducing operating costs and maximising efficiency.
- Worked closely with key directors to support the initial OD, develop job descriptions and ensure consistent application of recruitment process.
- Developed, designed, implemented and provided training on the new recruitment process to ensure consistency across the bank. Worked closely with the HRBP's to ensure the redundancy and redeployment programme were aligned mitigating any subsequent risk of claims from employees.

May 2009 - April 2010

**Interim HR Project Manager
Atkins**

- Coordinated the restructure of the UK HR Team which impacted approximately 120 HR professionals establishing a new Ulrich based operating model. The programme involved redundancy consultation, organisational design & development of job roles and selection.
- Led the mobilisation and demobilisation of 2 major contracts, Lloyds Banking Group (LBG) and Barclays Bank. The LBG project included the Tupe transfer of 30 employees and the recruitment of 50 new positions into Atkins. Part of the project also involved the development/delivery of training to both Atkins and LBG employees. The Barclays project involved the Tupe transfer of over 100 employees out of Atkins. In both cases I was responsible for defining the project scope and plan, determining key milestones, resource management, reporting, risk management, client and supplier engagement, communication and employee consultation.

May 2009 - Present

**Portfolio Work
Watson Burton LLP**

Watson Burton is a leading law firm providing a full range of commercial law services across the UK. It has been an established legal practice for 200 years.

- I have provided assistance to WB clients in the areas of business change, employees relations, redundancies and other associated HR matters.

Permanent Employment

November 2003 - April 2009

**HR Manager
Atkins**

This was a UK wide role leading a team of 8 HR professionals (HR Generalists, Recruitment, L&D and Administration) providing a full HR service to over 500 employees within the Asset Management Business. As a member of the senior management team I also contributed to the development and implementation the business strategy and plan.

- Led a culture change programme by designing and implementing a new performance management system. The new system aligned strategic business goals with departmental and individual objectives, identified high performers, improved succession planning and the approach towards personal & professional development. Employee engagement within the business improved in all 10 categories.
- Led a 4 month change project which transferred services from Mansfield to Leeds and set up and integrated a new department within the business. This project involved redundancy consultation with over 50 employees and the Trade Unions; recruitment of over 80 vacancies; induction, technical and systems training; communications and coordination of redeployment and outplacement support.
- Successfully led on all HR elements of bids with the Metropolitan Police Authority (MPA), Home Office, HBOS, Barclays and Lloyds Banking Group; contract values of £15m, £12m, £30m, £33m and £28m respectively.
- Successfully led the mobilisation projects of the above contracts with timescales that ranged from 3 months in respect of HBOS and LBG to 12 months for the MPA. These projects were complex and involved integrating new and existing employees into new organisation structures. The projects also had extensive client engagement, Tupe and redundancy consultation, recruitment and training of both Atkins and the client's employees.
- Developed and implemented a new Absence Management Policy which reduced average absence rates from 10 days to approximately 7 days per employee. Contributed to the development of a number of other policies and procedures across the Atkins Group including handbooks for managers and employees and introduced improvements to employee benefits.
- Successfully managed a variety of ER issues from the informal through to the complex which in some cases led to Employment Tribunal. Cases covered the spectrum of discipline, grievance, harassment, discrimination and performance.
- Led HR projects that delivered IIP and ISO 9001.2000 accreditation.

March 2002 - November 2003

Regional HR Advisor

October 2001 - November 2001

Interim Regional HR Advisor (maternity cover)

Group 4/Securicor

G4S specialise in outsourced business processes and facilities. It has operations in more than 125 countries, employs over 657,000 employees with an annual turnover of £7.5bn. Following an initial short term contract covering maternity I returned to take up a permanent role with overall responsibility for providing HR support to the northern region.

- Managed the Tupe transfer of security services at Manchester City Council, contract value approximately £15m. This included the transfer and integration of approximately 150 employees from 8 employers across 50 sites.
- Managed the Tupe transfer process of approximately 80 employees from 3 employers at Leeds/Bradford International Airport, contract value approximately £12m. This included consultation with Trade Unions, leading the Tupe transfer process and implementing a new organisational structure.
- Provided a generalist HR management support to managers across the North of England advising on discipline, grievance, Employment Tribunals, Tupe, absence and recruitment issues. I also provided training on discipline & grievance and induction.

November 2001 - March 2002

**Senior Personnel Officer
Leeds Teaching Hospitals**

Overall responsibility for providing HR support to Pathology department

- Responsible for all aspects of personnel management for the Pathology department including recruitment, negotiation/consultation, discipline & grievance, organisational change and absence management.

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August 2001 - October 2001

**Interim Personnel Officer
Bradford Metropolitan District Council**

Interim role responsible for managing a number of employee relations issues

- Assisted and carried out discipline and grievance investigations and co-ordinated the City's early retirement and voluntary severance program for all corporate support staff.

June 1997 - March 2001

**Personnel Manager
Delta School District, British Columbia, Canada**

Responsible for all aspects of personnel management for 800 employees (Teaching Assistants, Caretakers, Maintenance and Administration) over more than 30 sites. This also included leading a team of 4 employees in the Personnel Department.

- Led and assisted in negotiation and consultation with the Trade Union on a variety of issues including collective bargaining, restructures and the implementation of pay equity.
- Led the annual Teaching Assistant change programme which involved the re-allocation of approximately 200 staff across the district. This 2 month programme required consultation with Principals, Trade Unions and Staff and impacted children with minor learning difficulties to those with significant special needs.
- Managed the district secretarial budget of approximately £1m which included reviewing and re-allocating resource in schools annually. The change programme took place at the same time as the Teaching Assistant programme and also required consultation with Principals, Trade Unions and Staff.
- Managed all aspects of the discipline and grievance process including instructing counsel at 3rd party hearings. Advised and assisted managers in managing absence including dealing with short/long term disability and workers compensation.
- Managed the project team in the implementation of an automated telephone dispatch system which significantly improved the allocation of casual support to schools.

August 1983 - December 1996

**Bradford Metropolitan District Council
HR Manager (last position held)**

- Supported the restructure of the Council's Housing Department which reduced middle management costs by almost £0.5m, increased public opening hours and updated job responsibilities & accountabilities for over 300 employees.
- Assisted in the development and implementation of a new absence management policy, delivered training sessions to over 50 managers and provided on-going advice in handling absence/capability issues which reduced working days lost by 1% for approximately 800 employees
- Introduced a new computerised HR system that provided a central bank of employee information, improved operational efficiency by automating tasks and supplied specific management statistics that identified trends in operational performance.

Qualifications

2001 Chartered Member of the Institute of Personnel and Development
1992 Graduate of the Institute of Personnel & Development

Interests

Motorcycles, Playing the Drums, Rugby League, American/Canadian/Association Football