

# the source

bulletin five

spring 2008



## HR strategys steers business change

How HR can change business for good  
reportage from HR forum in May

At ResourceBank's HR Forum, Claire Silvester, UK HR Director for Aliaxis, gave a personal and informative account

of her experience of leading a team through significant change. Creating a centralised HR team to service Aliaxis' 1,500 employees was a huge organisational and cultural change, which resulted in a major impact on the business' bottom line. But, as Claire explained, it was certainly not an easy journey.

Sarah Lewis, Managing Director of Appreciating Change, was on hand to talk about the theory of change, setting Claire's revelations into a context which was relevant to all those present.

Aliaxis is an international group of businesses which manufacture and sell pipe systems and building products. In the UK, Aliaxis comprises seven companies – all of which are leading brands in their field.

Claire Silvester



ResourceBank

**amazon.co.uk**

## launches global search

Forecasters have stated that UK online retail sales are set to grow by 32% during 2008. One retailer at the forefront of this is the dynamic global online retailer amazon.co.uk. As its UK business expands rapidly, the company has asked ResourceBank to source over 70+ specialist IT and technology personnel during 2008.

A ResourceBank team of four is conducting a uniquely global recruitment programme to locate the specialist candidates required for the IT roles including software development, technical writers and security engineers. Due to the limited candidate pool within the UK, the team is recruiting from Australia, Japan, India, the United States and Eastern Europe.

With thousands of product lines (not just books anymore!) and over 500 UK-based staff, Amazon is an outstanding business success story, continuing to set the standard for online retailing. Ultimately, the company plans to take a long-term approach to its recruitment by launching a resourcing centre based at Slough.



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## reportage *continued*



◀ ResourceBank's HR Forum dinner.

When Claire joined Aliaxis six years ago as HR Manager for Marley Plumbing and Drainage, the separate business units never shared information. In fact, they treated each other as competitors and rarely talked to their HR counterparts in the other organisations.

## Iconic brand Aga turns the heat up

**AGA** World renowned range manufacturer, The Aga

Rangemaster Group – owners of premium brands Aga, Rayburn, Rangemaster, Fired Earth and Divertimenti, has launched a new partnership with ResourceBank to outsource all of its recruitment.

The new 'Aga Rangemaster Resourcing' team of five will be based at ResourceBank, close to Aga's own HO in Telford, and will be seeking to recruit 300 new staff this year to support the ongoing growth of these enduring and iconic brands. The majority of positions will include retail staff such as store managers and sales advisors, as well as a range of Head Office and service division employees.

Account Development Manager, Michelle Rowlands leads the ResourceBank team, alongside Aga HR Manager, Maxine Burgess. "We are thrilled to be working with such a prestigious local company with amazing brands," comments Michelle.

## Pitney Bowes

### Pitney Bowes – you've got mail

The world's leading provider of mail creation and management systems employing over 30,000 people worldwide invited ResourceBank to conduct a six month project supporting its field sales teams across the UK. The initial brief, in collaboration with the 'Global Mailing Solutions Division' was to seek 50+ high calibre business-to-business sales associates and consultants across the UK.

The ResourceBank team of four, headed by Charlotte Todd, is based in Telford and has enjoyed a great deal of success to date. So much so, that discussions are currently underway to establish a permanent partnership to fulfill Pitney Bowes' longer term recruitment needs.

In order to implement her programme of change within her new team, Claire followed the CIMA development cycle for personal development.

- 1 **Define** what a good team would look like
- 2 **Assess** where we are
- 3 **Design** development activities to achieve team improvements
- 4 **Act** by creating PDPs for team improvement
- 5 **Reflect** on what you have learned and how that learning can be applied
- 6 **Evaluate**, record and assess actual development against objectives



▲ *Guests enjoying the presentation at ResourceBank's HR Forum.*

Having been given the task of centralising HR in the UK, Claire was faced with the daunting role of persuading the Business Heads of these separate silos to share information and resource for the benefit of all businesses. She needed the buy-in of all seven Business Heads in order to proceed with this new remit. Resistance was initially quite strong.

According to the theories of change, in order to create change you need to have a 'dissatisfaction.' Claire did not initially have this. Everyone appeared to be happy operating separately and working entirely for their individual brands. The catalyst for change finally came when an HR Manager for one of the businesses resigned, exposing huge errors in his work which put the business at risk. Claire used this as an opportunity to push for a centralised HR team, ensuring that such mistakes from an individual business could not go unnoticed in the future.

Claire commented, "It took 14 months for me to implement the change across the UK business. Recruiting under our umbrella name, Aliaxis – which is a

relatively unknown name – as opposed to the names of individual high profile brands – was a significant change. I decided to outsource recruitment to ResourceBank in order to standardise processes across all businesses. The Aliaxis Resourcing Centre (ARC), staffed by five dedicated ResourceBank employees, was set up in just three months and has helped us to be far more efficient and improve the quality of our recruits. Through the ARC we recruit 120 employees a year across each of the businesses and have built a bespoke database of candidates pooled for future recruitment programmes. With a centralised approach via the ARC, the businesses can now swap talented people and we are able to offer a wider range of career paths by positioning ourselves as a global, multi-faceted organisation."

Claire's story of change highlighted a number of 'pain points' along the way. However, by implementing processes to avoid duplication amongst the separate businesses, Claire and her team have

saved over £150,000 whilst increasing headcount by one. As Claire concluded, "You need to sell a lot of pipe in order to generate £150,000!"

John Kelly, Group HR Manager, NFU Mutual commented, "Change achieves different benefits at different times. Developing organisations and freshening up functions is a healthy thing to do - although it's important to bear in mind the impact on the end customer, not just the internal customer."

Jane Perks, HR Director for The White Company concluded, "I find it fascinating that strategic change takes place at the top and is a huge issue for senior people but often at grass roots level, the day to day job of an individual remains the same."

# a positive terminal 5 story



Despite what you may have seen in the news, there is one resounding success story at Terminal 5. The UK's leading travel retail group, World Duty Free – the duty free operator at Terminal 5,

has successfully completed a major project with ResourceBank to recruit over 200 staff needed for the new terminal's retail outlets.

ResourceBank now continues onwards and upwards to conduct a similar ongoing recruitment programme for the company's retail operations at Gatwick Airport.

"If only British Airways had asked us to help recruit their baggage handlers...!" commented ResourceBank's MD, Richard Pearson.

## kitchen giant launches recruitment portal

**Magnet group** ResourceBank client, Magnet, has launched a dedicated careers website to support its mounting recruitment needs as it continues its nationwide expansion.

Magnet, in collaboration with ResourceBank have recruited over 700 new employees in the last twelve months alone. This year they are looking for at least 350 new colleagues to fuel their growth. Their new website [www.magnetcareers.co.uk](http://www.magnetcareers.co.uk) aims to increase the volume of applications and enhance the recruitment process. Since its launch at the end of January the site has received 15,000 visitors.

The new site provides a simple to use format and allows applicants to view all current vacancies, download their CV and submit an application online.

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## Wyevale wins Retail Week award



ResourceBank were proud hosts at a winning table at industry Oscars – 'the Retail Week Awards' as their clients Wyevale Garden Centres won 'Store Design of the Year' Award. Wyevale beat very stiff competition from the likes of M&S, Boots and Mothercare, to win the coveted gong for 'successfully establishing a new retail shopping format' at their Bicester store.

ResourceBank were proud hosts at a

ResourceBank has been working with Wyevale for two years, recruiting all its retail staff and has been credited with 'playing a key part in helping us to turn the business around', according to Wyevale Chairman Jim Hodkinson.

**ResourceBank**

outsourced recruitment solutions

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## nextforum

Geoff Hall, Head of HR Operations, World Duty Free will be the guest speaker at the next HR Forum, which will be at Mallory Court Hotel, Leamington Spa on 13 November 2008. To reserve your place, contact Susan Roche on 01952 281937.