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hda Review



DELIVERING BUSINESS SUCCESS THROUGH PEOPLE SOLUTIONS



UK Recession, Redundancy and Outplacement Report

Clayton Glen – Director at HDA

On the face of it, the recession has dramatically impacted the UK; particularly given some spectacular failures, bailouts and emergency acquisitions, (eg. Northern Rock, Bradford & Bingley, HBOS, and RBS), in the financial services sector, which is the bedrock of British business. These developments have been intimately and sometimes also directly linked to other spectacular failures, bailouts and emergency acquisitions across the Atlantic, (eg. Bear Stearns, Freddie Mac, Fannie Mae, and Lehman Brothers), with UK job losses directly and indirectly resulting from an imploding financial services sector in both the UK and the US.

As Britain lacks the degree of Social Plan protections enjoyed in other parts of Europe, the situation would appear to be relatively positive. Experts however believe that any 'green shoots' may simply indicate that Britain is moving upwards, towards the centre point of a typical 'W' recession curve, with a second, far more destructive roller-coaster ride to follow in the coming year.

Failures and bailouts in the financial services sector have attracted significant media attention to Q1, 2009, whilst what has attracted more recent attention in the services, travel and manufacturing sectors during Q2 have been the seemingly solid attempts by organisations to limit job losses by entering into agreements with staff which have led to temporary site closures, (eg. Honda manufacturing), pay cut deals, (eg. JCB), and extended sabbaticals, (eg. across the consultancy sector).

It is of course currently argued by some that these deals are largely cynical 'playing for time' initiatives, at the expense of employees. This type of initiative is not especially new either, as they have to a greater or lesser degree been practised in a number of sectors for many years prior to the current recession – eg. during the 1990s in the automotive and related sectors, and in the consultancy sector.

BA and BT, two cornerstones of British society, are currently contemplating similar deals, with significant risk of industrial action as people start to question this approach...perhaps in many cases, redundancy terms would appear more attractive to many in the short to medium term, than contemplating the domestic impact of eg. four or six months at partial pay, or at no pay.

Honda's experience is extremely positive in that production has resumed in Q2 following a number of months of closure. No doubt, more innovative approaches to stave off redundancy, to retain talent and continuity for an expected upturn, and to secure business reputation, will follow across the UK.

This is a positive trend worth noting; particularly when linked to Government initiatives to protect specific sectors, eg. Government bailouts in the Financial Sector, and the Car Scrappage scheme, aimed at shoring up the Automotive Sector. What the UK Government does not seem to have got right yet, is how best to provide support for increasing numbers of out-of-work managers on the job market, without access to company-sponsored outplacement support, and who are unlikely to benefit from the offerings provided by Jobcentre Plus (<http://www.jobcentreplus.gov.uk/>), run by the Department of Work and Pensions.



HDA International Reach

Did you know... that HDA is a founder member of **CareerNet International (CNI)**. CNI is a network comprising of leading outplacement and career management consultancies throughout Europe, North America, South America, Asia and Australasia.

Via its CNI partners, HDA is able to seamlessly deliver **large-scale global career transition** and related projects; with HDA providing the central project management, client reporting and quality assurance relationship, whilst our international partners deliver **fit-to-purpose localised career consultancy** and related services, applying their **specialist knowledge of local markets**.

See more here-
<http://www.career-net-international.org/home/>



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Strategic Alliance with Hemsley Fraser

HDA is pleased to announce a strategic alliance with **Hemsley Fraser** (www.hemsleyfraser.co.uk).

HDA is very aware that more and more people are recognising the need to develop their skills and knowledge during periods of career transition; either a) as time well spent during transition, and part of their ongoing development, or b) with a view to embarking on a new career requiring new knowledge and competencies. With this in mind; following a strategic alliance with **Hemsley Fraser**, HDA are now able to also offer exclusive access to a comprehensive selection of vocational/professional development training options provided by Hemsley Fraser across a range of our outplacement programmes to give people we work with access to new skills and knowledge whilst they transition their careers.

Part of the global Demos Group, **Hemsley Fraser** has a strong UK, European and North American presence and a network of over 400 professionals.

New Operational Manager Appointed

HDA is pleased to announce the appointment of Anna Martino, as Operations Manager, responsible for the management of the day to day operations which support the ongoing development of HDA's Career Transition and Talent Management business.

Anna has previously held both Operations Management and Customer Service Management positions for companies such as BUPA, LV and G4S.

According to Anna; 'HDA has an excellent reputation within the marketplace and the sector they operate within and I am delighted to have been appointed as Operations Manager within this world class organisation.

This role will allow me to work with an experienced and professional team, manage and develop both people and processes and also work with an impressive client list.

Bringing a comprehensive range of learning and development capabilities to clients, Hemsley Fraser focus on delivering improved business performance.

Hemsley Fraser's services include: In-company and customised learning solutions; learning and development managed service outsourcing, open training courses; learning and development strategy; diagnostics and metrics.

According to Clayton Glen, Director at HDA; *'At HDA, we seek to be highly innovative in addressing the ever changing needs of clients that we are supporting across our range of outplacement and related career transition support offerings, and we look forward to closely partnering with Hemsley Fraser over the coming years to creatively supplement the thorough career transition support that we provide our clients, with the world class vocational training that Hemsley Fraser provides.'*

hemsleyfraser
...thinking beyond learning™

I see this as an excellent opportunity to be part of a company which is well placed to continue it's success and develop new and exciting opportunities.'

According to Tricia Dicks, CEO at HDA;

'We are delighted to have Anna join our leadership team. She brings significant operational management experience and operational best practice knowledge gained across a range of sectors, which are crucial for scaling a rapidly growing business.'



HDA Workshop

hda



To book yourself onto an event or for more information, please contact **Sweta Patel**
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For more information on HDA Events, please click here - <http://www.hda.co.uk/corporate/hda-overview/hda-events.asp>

HR Development This Summer

HDA is strongly committed to supporting the UK HR community. As such, HDA are launching a series of two summer sessions aimed at **assisting HR professionals with their own Career Development**. Recognising the constraints on time of a HR professional, each session will run for an hour and a half. This series of sessions is offered on a complimentary basis to all of our clients.

Building Your Coaching Experience (6th August 2009)
Key Speaker - Kate Turner

This workshop will provide HR with the tools and techniques required to facilitate discussion through the application of coaching principles. Participants will develop a greater understanding as to how to practically expand their coaching experience.

As part of this event, we will also be exploring the particular challenges faced by HR professionals in coaching within their organisations.

Developing Your Influencing Style...Ideas that Really Work (20th August 2009)

Key Speaker - Dennis Preston

This highly informative and practical session, based on real life experiences and case-studies, seeks to provide the HR Professional with a toolkit of tips and ideas around developing their personal influencing style.

For many HR staff their key stakeholders are likely to be business people and so this short session will enable participants to refine their approach to meet the demands of their stakeholders and the business in order to make an impact and further develop their career.

This session is NOT an academic exploration of Influencing Theory but it IS a look at different ideas, tips and real life examples of how to influence in different situations; some of which should be useful to you personally and in your work in HR.

See more here: <http://www.hda.co.uk/corporate/hda-overview/CareerDevelopmentSummerSessions.asp>

HDA Calendar

HDA are running two events this Autumn, aimed at assisting HR professional who are either facing *the prospect of leading during challenging times* (Sept 3rd) or *have to deal with challenging conversations in the workplace* (Oct 8th). See more here: <http://www.hda.co.uk/corporate/hda-overview/hda-events.asp>

HDA are also facilitating a selection of **in-house workshops** which focus on key areas that if managed effectively can play a role in building and sustaining a cohesive unit of committed employees now and into the future. These workshops combine HDA's reputation for providing highly interactive, practical and informative sessions; with the flexibility of having the workshop on a date and at a time that suits you; tailored specifically to your organisations needs.

See more here: <http://www.hda.co.uk/corporate/hda-overview/inhouseworkshops.asp>



VOLVO CAR CORPORATION TALENT CASE STUDY

Written By Geoff Glover – Vice President Talent Management at Volvo Cars & Melissa Gallagher – Client Partner & Project Manager at HDA

As part of HDA's sustained commitment to supporting our clients, we regularly work with world-class organisations to obtain insights into their talent management strategies and successes. With this in mind HDA has recently collaborated with Volvo Cars to create a short case study on their approach to effectively managing talent – with particular emphasis on their Competence Management Framework and Lean Academy both of which are intrinsically linked to enhancing employee engagement levels and ensuring long-term success.

Talent Management will and always has been a crucial component of successful business management. It is important to develop practical strategies for ensuring your key talent are engaged, motivated and ultimately committed to your organisation and its objectives. Reflecting this, Volvo Car Corporation has developed a Talent Management strategy that reflects the requirement for organisational capability to meet business commitments in the short, medium and long term. For Volvo, organisational capability is about having the right competences in place and the right levels of commitment to utilise those competences in an ever-changing and fiercely competitive global economy. So the starting point, for their Talent Management strategy, is a Competence Framework.

Competence Management Process

The Volvo Competence Management Framework was established in 2006, in the hopes of refining their approach to training and development – moving from a subjective, fairly ad hoc approach to a more systematic, consistent and objective process. The Framework is built on the six generic competences which the company believes all employees should have. These competencies are considered essential if Volvo is to strengthen their people centric culture; continue to operate successfully in the premium segment of the global automotive industry; and deliver on their brand promise to “*design cars for a better life*”. For leaders, there is an additional component to the Framework as they are assessed against four key competences deemed as essential in delivering business success through people. Alongside the generic employee and leadership competences, Volvo has also identified the specific competencies required for each role/function to deliver business commitments both now and in the future.

In order to determine progress against these competencies, employees and leaders are assessed (self and supervisor assessment) against the framework according to the Volvo standards of: Acquire, Apply, Guide and Shape. A development discussion is then had around this assessment and a personal development plan is produced. As demand for learning far outweighs the resources available to satisfy all needs, any competence gaps identified are then prioritised in order of importance for business continuity. Once priorities are determined the competence area specialist group identifies ways to provide high quality learning solutions at the lowest affordable cost.

The Competence Management Framework in itself provides a greater return on investment than previous training and development activity as it enables Volvo to achieve more learning for less as a result of the systematic approach which eliminates ad hoc, subjective training requests. In addition, competence gaps are now defined and identified within a business context and so learning solutions are more closely aligned to business needs. The Framework also drives the Operating Management to think more radically about strategic needs in terms of competencies and so the focus is shifted from the short to medium/long term.

In the current climate, with constraints on the budgets related to managing and developing talent, organisations are finding it increasingly challenging to facilitate and promote a culture of continuous learning. The transparency of Volvo's Framework combats this by reinforcing a learning culture; whereby individuals take responsibility for their own learning agenda. HR guide and enable as opposed to directing staff; thereby creating a culture of career ownership amongst staff members. In addition, greater emphasis is placed on self-help solutions, blended learning, relationship-learning and experiential learning. As a result, Volvo's role is shifting away from pure provider to enabler.

Finally, the Framework allows for an overall 'health check' of the organisation so that an assessment can be made as to Volvo's capability to meet business commitments and this can be used to steer the whole Talent Management cycle plan – for example, it may be that the succession planning approach needs to be modified to reposition the company to meet a competence gap.



A successfully implemented and managed competency framework is not only a useful performance management tool but it can also act as an indirect motivator; particularly in the current climate where organisations are constantly seeking new and alternative means of engaging talent. A critical challenge for the 21st Century organisation is in understanding how to engage employees in a world where geographical boundaries have no limits and remote working is commonplace. Clearly defined competencies can be a useful means of integrating remote workers; ensuring that all staff are aligned and engaged with organisational goals and consistent in their approach to promoting and representing the organisation. A successful competence management framework can also give structure and direction to employees during times of change; ensuring they are fully aware of where their role 'fits' within the organisation and what they need to achieve to be successful.



The Lean Academy

Following the successful introduction of Lean into its operations, Volvo identified that although the Lean systems and tools were operating effectively, the company had not made sufficient progress on the most important element of ensuring a sustained Lean transition...Lean Thinking!

As a result Volvo developed its Lean Academy - a programme aimed at reinforcing knowledge of lean systems, processes and tools amongst leaders, and ensuring that Volvo leaders are Lean Thinkers and believers in the Power of Lean with a proactive approach to embedding Lean approaches across the organisation. Taking a radical departure from past learning activities, Volvo decided to combine the expertise of their operations management and internal lean specialists to design their own 3-week programme to be delivered through internal resources. Blended learning is central to the success of the Academy as is buy-in from the Senior Management Team, which is visibly committed to the programme. A key enabler of effective talent development is a clear commitment from the leadership team, while the greatest barriers tend to be the time and cost associated with running talent management schemes. Even in the current climate, where numerous short-term priorities consume both people and financial resources, Volvo has achieved a longer term commitment to talent development through their Lean Academy.

Since its inception the return on investment from the Lean Academy has been significant; with the programme delivering real business benefits, including:

- Post-programme each participant takes an on-the-job assignment to resolve a business issue which has a real impact to their business location.
- The introduction of an online alumni, which allows former course participants to network as a lean knowledge community.
- Alongside the leader element to the programme, Volvo also partners with a locally-based technical college to make the programme content available for its students; thereby ensuring that the company will have access to a new generation of Lean Thinkers in the future.
- The Academy demonstrates Volvo's commitment to continuous improvement; where flaws in current processes are highlighted and more robust solutions to ensure long-term Lean success are implemented.

Through the introduction of their Lean Academy, Volvo has demonstrated their understanding of the important role that leadership development plays in determining future organisational success. In addition Volvo recognises that investing at this level should be made proactively to ensure leaders are equipped with the skills not only to achieve current requirements but also to meet the changing demands of the market place.

The Key to Success...

As with any strategy the key to success is in ensuring that there is an integrated approach to Talent Management; recruitment planning should be linked to career or succession planning and leadership development should not be seen as something disconnected from a company's Employer of Choice positioning – they are all part of a holistic Talent Management system. With talent retention set to remain a key concern in 2010 (CIPD 2009, HDA, 2009, 2008) it is critical for organisations to ensure they develop a proactive, integrated but diversified strategy for attracting, engaging and retaining talent now and in the future.



"Our Lean Academy is not just about teaching Lean. It is about our Employer of Choice status for the future, it is about organisational learning, it is about leadership development, but it is also about employee engagement and our mission to establish a fully inclusive, people-centric culture. Connectivity is key to future business success."

(Geoff Glover, VP Talent Management – Volvo)

For more information or to express an interest in collaborating with HDA on a future case study please contact **Sweta Patel** - Campaign Manager

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UK Recession, Redundancy and Outplacement Report continued...

Where redundancies do take place, most large employers do however continue to provide outplacement support, (particularly for managers and technical specialists), though new trends are developing.

As part of our sustained commitment to refining and developing our services and capabilities, we recently undertook a detailed 2009 survey, incorporating views from across a broad sector base, to measure opinions around the provision of outplacement to impacted staff. Results from our previous 2008 survey are referenced in various places on the internet, including at: <http://insala.com/Articles/career-transition-solutions/outplacement-industry-forecast-2nd-half-2009.asp>.



Selected headlines of our 2009 survey are as follows:

- 90% of the organisations surveyed have been affected by the current economic climate, citing 'decreasing revenue, downsizing, cutbacks...'
- Of those organisations that have experienced a restructuring in the last 12 months, the majority (90%) offered outplacement support to employees.
- Nearly 70% of respondents offer outplacement support to maintain staff morale or to assist leavers in securing roles.
- According to 90% of respondents outplacement support provides value for money and fosters positive post-employment relations.
- The most important considerations for organisations choosing an outplacement provider are consultant experience; value for money; ability to support managers and staff at all levels; innovative and flexible programmes.
- 100% of the respondents stated that they would provide an outplacement service to those impacted by redundancy in the future. This reflects the continued recognition of the value outplacement support brings to both the organisation and the impacted employees.

When asked what factors would influence their decision in choosing an outplacement provider:

- Almost 90% of respondents stated that the career consultancy's specific career coach experience is key to whether they would choose to work with a provider,
- Approximately 80% stated that value for money and the ability to support managers and staff at all levels are important considerations determining whether they would choose to work with a provider,
- 70% stated that innovative and flexible programmes would be an important factor to consider when choosing an outplacement provider,
- Approximately 60% stated that specific industry knowledge on the part of the consultancy delivering the outplacement support, and the comprehensiveness of online career transition support services would be an important factor,
- Approximately 50% stated that a consultancy's ability to settle staff into self employment / independent consultancy is an important consideration in choosing an outplacement provider, as is the inclusion of access to vocational training within outplacement programmes. Excellent client feedback and testimonials were also considered to be an important consideration by only half of the respondents,
- Interestingly, only 30% thought that individual outplacement settlement rates are key to whether they would choose to work with a specific provider, whilst the ability of the provider to support outplacement *clients with business start-ups* also scored at this level.

These results would appear to indicate an important new realism in the marketplace; namely that in the emerging UK economy, outplacement support provision for impacted staff at all levels, (and who to partner with in its delivery) is best aimed at:

- providing the most relevant, flexible and innovative career transition leverage, customised to individual needs
- achieving best value-for-money
- taking a realistic view of opportunities for re-settlement in a difficult market, vs having unrealistic expectations about likely settlement rates

Given this realism and value-for-money focus, HDA is currently focusing its attention on inter-weaving its core outplacement support services with the provision of vocational / professional training opportunities for those impacted by the recession and transitioning their careers during a particularly lean market for alternative job opportunities in most sectors.

We are very aware that more and more people are recognising the need to develop their skills and knowledge during the current recession, either a) as time well spent during transition, and part of their ongoing development, or b) with a view to embarking on a new career requiring new knowledge and competencies. With this in mind; following a strategic partnership agreement with Hemsley Fraser (<http://www.hemsleyfraser.co.uk/>) a major UK and US-based provider of vocational training, (and part of the international Demos Group), we are able to now also offer exclusive access to vocational training options across a range of our outplacement programmes to give people we work with access to new skills and knowledge. Our Hemsley Fraser catalogue provides access to approximately 200 vocational training programmes in 11 categories.

For more information on the above, please contact **Sweta Patel**—Campaign Manager
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