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One of the largest privately managed training and development providers in the region, providing accredited professional development programmes and non-accredited short courses in all sectors. Solutions for HR were engaged by the board to hear a complex grievance raised by a director against the chair of the board. The grievance involved sensitive subject matter relating to bullying and harassment on the grounds of sexual orientation. Ensuring a fair procedure, Solutions for HR held a grievance hearing in order to explore the grievance in greater depth to enable further investigations to be planned. The director, who was suffering with anxiety issues, was accompanied by a partner as a reasonable adjustment to process. Sources of evidence were gathered post meeting and nine witnesses were identified. Each witness was robustly interviewed whilst ensuring sensitivity and confidentiality, due to the nature of the allegations and the positions of the participants. Consideration was given during the process to the director's wellbeing and mental health with effective communication and signposting to support resources. Solutions for HR provided a solid and effective grievance outcome, weighing up all witness testimony and other written evidence to balance the decision with great depth. As an independent party, Solutions for HR held no bias or preconceptions and were able to demonstrate professionalism and sensitivity to all parties involved. The grievance outcome identified a management style concern but not bullying behaviour. There was no evidence to support harassment on the grounds of sexual orientation. The evidence did point to elements of over sensitivity and misunderstanding on the part of the director. In the outcome this was delivered sympathetically and professionally, ensuring that "blame" was not apportioned and a balanced view was provided, supported with clear evidence. The director did not appeal the decision and the strength of the outcome helped the organisation agree a commercial settlement. It is time that HR analytics starts to show the value it delivers to the business. This is hard to do as people analytics is still an emerging field. For this article, I have collected 15 of the best HR analytics case studies I've come across in the past two years. Each of these case studies are connected with a concrete business impact. For each case study, I will refer to their original publication. Quite a few case studies have come from the excellent Strategic Workforce Analytics report by Corporate Research Forum. This is one of the few papers that has collected case studies with business impact. Some of the others have been published on this medium before, and some others in newspapers. As I already said, I have only included case studies that showed tangible organizational benefits. On March 13 2015, the Wall Street Journal published an article titled: "The Algorithm That Tells the Boss Who Might Quit". The article explored how Credit Suisse was able to predict who might quit the company. It was one of the first examples of the now very popular employee churn analytics. Not only were the analysts at Credit Suisse able to predict who might quit, but they also could identify why these people might quit. This information was provided anonymously to managers so they could reduce turnover risk factors (here's how to calculate employee turnover) and retain their people better. In addition, special managers were trained to retain the high performing employees who had a high flight risk. In total, this program saved Credit Suisse approximately \$ 70,000,000 a year. The full article can be found here. Another great HR analytics case study of people analytics at work was published in the Harvard Business Review. In an article titled Competing on Talent Analytics, the authors describe their research in multiple large companies in the US. They specifically researched the relationship between engagement and financial performance. Engagement is often seen as the holy grail of HR - but its impact is hard to measure. The authors describe that some organizations "can precisely identify the value of a 0.1% increase in engagement among employees in a particular store." They take the example of Best Buy, where a 0.1% increase in engagement results in over \$ 100,000 in annual operating income per store. The significance of this relationship motivated Best Buy to make employee engagement surveys quarterly rather than annually. The full article can be found here. Employee attrition at Experian was a problem. The company was facing levels of turnover that were 3-4% higher than they wanted it to be. By building a predictive model that included 200 attributes, including team size and structure, supervisor performance, and length of commute, they were able to predict flight risk. An example risk factor was teams of more than 10 to 12 people. The analytics team also identified flight risk triggers: when someone moved further away from the office, this would increase immediate flight risk. The model was rolled out in multiple regions - with slight differences to the predictive algorithm. These insights, combined with good management practices, reportedly resulted in a drop in attrition of 2-3% over the past 18 months with an estimated saving of \$8,000,000 to \$10,000,000. A similar analysis was done at IBM, where turnover was high for certain business-critical roles. Using IBM's Watson machine learning capabilities, the workforce analytics team built an algorithm that included sources like recruitment data, tenure, promotion history, performance, role, salary, location, job role, and more. The company also included employee sentiment, measured through their Social Pulse. The hypothesis here was that engagement with social media might fall when employees are thinking about leaving. The investment yielded \$ 300,000,000 over four years and turnover for critical roles has fallen by 25%. According to the report, productivity has also improved while recruitment costs have fallen. Nielsen created a similar predictive model back in 2015. The first predictive model only included 20 variables, including age, gender, tenure, and manager rating. Over time, more variables were added. This exercise provided multiple insights, including that the first year mattered the most. First-year employees were checked whether they've had their critical contact points. For example, the first check-in with their manager had to happen within a certain time span after hiring, otherwise, it would trigger a notification. This was a proven, important condition for first-year retention. Although getting promoted pushed people to stay, lateral moves were also a strong motivator for people to stay. A significant outcome was that the people with the highest flight risk in the next six months were approached and the company was able to move 40% to a new role. Making these lateral moves increased an associate's chance of staying with the company by 48%. A fantastic study on the impact of good hiring assessments took place in Zimbabwe. A local transport business wanted to reduce the cost of road traffic accidents (RTA) of their drivers. This not posed a danger to the people involved but these accidents also delayed the transport and were very costly because of material damages. A local consultancy researched if psychometric tests could predict if some people had a higher likelihood to be involved in a traffic accident than others. If these factors could be identified, they could be used as selection criteria for new hires. They discovered a number of very useful insights. First of all, it turned out that a popular Defensive Driving Certificate (DDC) that drivers had to get, had no impact on their likelihood to be involved in an accident. Measured levels of concentration and Reactive Stress Tolerance (RST) were related to accident proneness, as well as the number of years a driver had their driver's license. Assessing a driver's baseline concentration and RST before hiring them made sense. So did hiring older drivers as they were more experienced. The full details of this HR analytics case study and the statistical tests can be found here. Another interesting HR analytics case study was about reaching optimum staffing levels. A large mining company in Zimbabwe was concerned about losing money because of over- or understaffed departments. The experts took an interesting approach in analyzing under and overstaffing. They took the number of employees of a business unit and compared this to the business activity of this same business unit, measured over 17 quarters. The relationship between the number of employees and business activity was strong with an R squared of 70.34%. This means that 70.34% of the business activity could be explained by the number of employees. By plotting these two dimensions, the team was able to identify the departments that were overstaffed and understaffed. Excess employees were retrenched. It turned out that the breakeven point of retrenchment costs was only two months - in month three, the company was already saving money. Retrenched employees could also be relocated to similar roles in understaffed departments. Click the link for the full people analytics case study. A brief case study is presented in an article written by Tony Brugman and Rob van Dijk from their own consulting work. The company was a large Dutch FMCG retailer that used people analytics to analyze the effects of training. The analysts found that training shop personnel had a positive impact on the shop's financial performance. This was measured through A/B testing. In the first year alone, the ROI of their training program was 400%. People analytics also helped E.ON tackle employee absence. Absenteeism in this German 43,000 + people energy company has risen above benchmark. The analytics team formulated 55 hypotheses, tested 21 of them and validated 11. One of the examples written in the report was that selling back untaken holiday did not increase absenteeism. What did increase absence was a lack of a long holiday somewhere during the year, or not taking a day or two once in a while during the year. This insight was communicated to managers to improve holiday approval policies. Show retailer Clarks looked into the relationship between engagement and financial performance. The first question they asked was: is there a connection at all? Because the company already reported higher-than-average levels of engagement, it looked into the returns of engagement and whether the returns of engagement would increase with higher levels. The team worked with statisticians who ran the retailer's distribution planning system. In total, 450 business performance data points were included in the analysis. According to the report, the results showed that there was indeed a connection. Engagement leads to higher business performance. In Clarks' case, every 1% (percentage point) improvement in engagement, lead to an improvement of 0.4% (percentage point) in business performance. To learn from this and to make it more actionable, the team also analyzed the characteristics of the 100 best performing stores, both quantitatively and qualitatively. They found that there was an optimum team size in the store and that the length of tenure of a store manager was a significant predictor of performance. This meant that switching store managers frequently lead to lower performance. With these insights, the team was able to create a blueprint for high-performing stores. In addition, they created an engagement toolkit that managers can use to improve performance. According to the company's Chief People Officer, the results speak for themselves. "The UK retail business has systematically out-performed internal targets and external benchmarks, year on year. We've grown market share too." A similar result was found at Shell, where engagement was linked to superior business performance, through improved safety practices. A 1% increase in employee engagement resulted in a 4% drop of "recordable case frequency", a key industry safety standard. Safety performance was in turn directly related to business performance. Another great people analytics case study took place in a large restaurant chain that was in a downward spiral. The management team didn't understand why. They had pieces of information but struggled to implement effective policies. A team of consultants was asked to investigate and provide insight through data. Because there was a lack of good data, the team decided to measure it themselves using a survey. What was interesting in this case study, was that they didn't use a normal engagement survey. They instead first looked at the relevant business outcomes. The three key outcomes they identified were Customer count, Customer satisfaction, Employee retention. Business performance would increase if these three metrics would go up. The company then deployed a business-focused engagement survey where they linked employee outcomes to business outcomes. Prioritize on the factors that had the largest impact on business outcomes. Show the business impact of improvements of these factors. Focus front-line managers on the factors that showed the largest impact. By mapping these factors on their own scores and the impact they have on the business outcomes, the team could easily visualize which drivers contributed most to business performance - and which drivers front-line managers should focus on. The six factors that would receive the most attention are in the blue square. By focusing on these six factors, line-managers would create the largest return. Restaurant managers who had an average score of 4 or higher on the six key survey drivers were likely to see a 16% increase in customer satisfaction, 18,000 more customers a year, 10% less staff turnover. The full report can be found here: How HR made customers happy. A second people analytics case study, Clarks applied compensation and benefits analysis to optimize rewards packages for employees. According to the report, "by asking which benefits employees might be prepared to trade off, it built a much more granular view of what people truly valued, and (we) adjusted the package accordingly." Satisfaction could be improved by up to 15 percentage points by giving people a small amount of money to invest in their own development. Employees also wanted to be able to sell their holiday days - which actually saved the company money. A lot of these HR analytics case studies have focused on leveraging internal data. In the same report, we can find an analysis in which external data plays a big role. Cisco has used demographic data to identify where they can best open up new offices. By combining various data, including current usage rates of office space, cost and availability of key talent, and availability of graduates from universities allowed them to expand in areas where there were fewer larger players competing for the same talent. In addition, when selecting a new office, Cisco made use of this same data to find locations where employees with relevant qualifications were available and abundant. When Kraft Heinz launched a hostile takeover bid in early 2017, Unilever's workforce analytics team showed that analytics could also be deployed in times of crisis. The team analyzed networks in the organization, and created models to come up with potential cost reductions. In addition, the team was able to track the employees' moods and attitudes. This enabled them to see how employees were reacting to Unilever's defence strategies. These insights directly helped decision making during the crisis. According to Clement, vice-president of HR, "the information we provided helped both in putting together cost reduction plans and providing information to back up the feasibility of our growth plans, so we could show that we were better placed to leverage the strengths of our business than Kraft Heinz." That HR analytics can also reap benefits for smaller organizations, is proven in this bonus case study. Intracorp, a real estate developer, had less than one hundred employees. The disperse teams were, however, slow, causing communication problems that led to mistakes, misunderstandings, and missed deadlines. Intracorp wanted to train their teams and leaders within the flow of their workday. They did this by selecting the highest priority development areas. These areas were diagnosing and processes were tracked, which created visibility in how team members and leaders performed. This enabled them to measure a decreased cost of lost productivity. Using this measurement system, productivity improved by 10%. For every \$1 spent on training, \$3.20 would be recovered in lost productivity. In addition, 60-minute live, virtual content sessions once a week lead to an increase of information sharing and an increase of retention by 128%. This was already visible in the coffee room after the session: people would talk about it, share their learnings and aha moments. 1-1 leadership coaching was even more effective in increasing retention, and meeting inefficiencies were reduced by 50% within 30 days. This example shows that training on specific goals, together with smart tracking of these goals can prove to be highly effective. In this article, we've discussed 15 HR analytics case studies, making an impact for larger and smaller companies. I'm sure there are more people analytics case studies out there. If you know of a good one, please leave a comment about the study with a reference to the source and I will be happy to include it in this list. If you want to read more about how to get started, read our full article on People Analytics. An animal park offering bird of prey experiences, flying displays, school visits, children's parties and photography workshops. The client had a disabled employee who came to the company via the government Workstart scheme. The employee's performance and attendance had begun to cause concern and the client was worried about potential disability discrimination in dealing with the issues. Solutions for HR initially adopted an informal approach to discussing the problem in a sensitive and non-intrusive manner. During an informal discussion, the employee advised that she was feeling tired and this accounted for her frequent absences and performance issues. We recommended offering a temporary reduction in hours which the employee accepted. The employee was also advised of the improvements expected. Despite the adjustments made, the situation quickly deteriorated and within two weeks the employee was certified off work for 4 weeks by her GP with work-related stress. Solutions for HR engaged the services of an Occupational Health Professional to evaluate the employee's condition, reasons for absence and to advise on measures to facilitate a return to work. The OH report confirmed that many of the reasonable adjustments possible had already been implemented, for example, changes to duties and working hours. The employee was invited to a formal capability meeting to discuss the content of the report, any further support the client could offer and whether the employee was fit to return to work. Further absence capability meetings followed at regular intervals and eventually, the employee agreed that there was nothing further that the company could do to facilitate a return to work and she simply could not cope with the work. She subsequently resigned. Our involvement ensured that the client fulfilled their obligations under equality and disability legislation, especially the duty to make reasonable adjustments. We ensured that professional medical evidence was obtained to allow fair treatment and sensitive decision making. In addition, we ensured that the capability procedure followed the structure set out by ACAS best practice guidelines. The client is a high growth mobile application software company, providing creative solutions to a range of national and international clients. The client wanted to drive individual performance cohesively towards shared business objectives in order to further improve company performance. There wasn't a mechanism in place to review the future demands of the business and to translate that down into meaningful objectives for each employee. Any support, direction or allocation of activities typically would happen within the open office. Following the client's initial briefing we soon identified that employees had limited opportunity to receive feedback, support and direction with future tasks. A process to identify skill and knowledge gaps was needed, coupled with a formal mechanism for communication and a way to align business objectives with individual performance. The solution was to address all of these requirements within a bi-annual appraisal process. Solutions for HR designed the appraisal process and documentation and delivered training to the management team in how to: appraise performance by reviewing achievements; deliver feedback constructively to employees; motivate employees to drive performance to meet new objectives; use the process to formalise under-performance; get the employees to self-assess their performance; identify skills and knowledge gaps; identify how an individual's performance could contribute better to overall business goals identify potential opportunities/career paths for over achieving employees. Solutions for HR also provided 1-1 coaching as we accompanied managers at the first round of appraisal reviews. This provided an opportunity for the managers to develop their skills by observing the appraisal techniques and constructive language used when delivering underperformance feedback and how to develop short term objectives in support of longer term business goals. Our involvement allowed the company to introduce a formal approach to reviewing performance in a positive way to the entire workforce. The process enabled many meaningful conversations about the future visions of the company and identified a number of development opportunities for certain employees that hadn't previously been identified. This allowed the company to embrace the development needs to up-skill in readiness to achieve the future objectives of the business. The process also identified an immediate under performance concern and an action plan with short term objectives was put in place. The employee's performance and attendance had begun to cause concern and the client was worried. The client wanted to drive individual performance cohesively towards shared business objectives. A complex and very serious grievance raised by a director against the chair of the board. A large scale restructure within one primary school due to a steadily decreasing intake of pupils. They had received concerns from employees relating to inappropriate behaviour. Following an OFSTED inspection, the client was issued with an improvement recommendation. A complicated bullying and harassment grievance complaint that had been incorrectly handled. The client identified that substantial cost savings were necessary in order to reduce financial deficits. The client identified that in taking on the existing staff they would be overstaffed by 19 employees. The client identified staff recruitment issues. The "right fit" employees were not joining. The client is a textile manufacturer with a diverse portfolio of operations supplying to the automotive, furniture, bedding, civil engineering, aerospace and construction industries. The client had received concerns from numerous employees relating to a colleague's inappropriate behaviour on the shop floor. The initial concerns related to events impacting on the effective running of the machinery, however suspicions were growing about why these events were happening, which included potential sabotage, racial abuse and victimisation towards a work colleague. Following initial advice to the company to suspend the employee on full pay, Solutions for HR began a formal investigation into the concerns by interviewing the perpetrator, victim and witnesses. Recognising the sensitivities of the potential racial motives for the inappropriate behaviour, delicate questioning techniques facilitated the process, as naturally some employees were concerned that they would be seen as "blowing the whistle" which may lead to issues for others. Evidence was also explored and captured on social media sites which supported the concerns of racial discrimination, but as the individual had named the company on his profile, also raised concerns regarding the company's reputation. Solutions for HR supplied the evidence and witness statements to the client as part of a detailed investigation report, outlining recommendations for formal disciplinary action, the client to enable management to pursue disciplinary proceedings internally. Solutions for HR ensured that a fair and robust investigation was carried out in line with the Acas Code of Practice. The company were able to review the full suite of evidence supplied and take the appropriate steps to formally address the matter, with independent support and advice provided by Solutions for HR throughout. The case resulted in a summary dismissal. As someone who has worked in the HR profession, I know well the full value of stories, examples, and case studies. At the end of the day, practitioners like us wanted to know that we weren't the only ones facing a problem and that, just maybe, some other organization had already surmounted the issue with some measure of success that we could learn from. While much of the work we do at Lighthouse Research & Advisory focuses on quantitative research studies, we do a fair amount of qualitative research as well. We've collected case studies over time (and continue to) that highlight interesting approaches and examples of innovation within human capital management. The list below offers a wide variety of industries, examples, and flavors for you to learn from. Wal-Mart, Automation, and Compassion Training Wal-Mart: Our Fastest Growing Business Line is Delivering Experiences [Case Study] The Motley Fool: Blending Talent Management and Engagement The Talent Slow Fade: A Case Study of Motley Fool's Approach to Engagement Chipotle: How Internal Mobility Reduced Turnover by 64% Internal promotion-how Chipotle reduced turnover by 64% Adtran: Using Hackathons for Employer Branding, Employee Development, and Retention Hackathons Solve for HCM Issues: Learning, Recruiting, Retention [Case Study] Stout Advisory: Performance Management, Peer Feedback, and Employee Engagement How to Radically Change Your Performance Management Practice [Podcast] H&R Block: Seasonal Hiring, Strategic Recruiting, and Hiring Manager Communications Patagonia: Measuring the ROI of HR Programs, HR Strategy, Employee Perks and Benefits Measuring the ROI of HR Programs is Critical: Here's How Patagonia Does It Hot Chicken Takeover: Employee Benefits, Corporate Culture, Leadership, and Social Responsibility Can a Business Grow Competitively While Doing Social Good? [Podcast] Allied/Universal: Talent Acquisition, Employee Referrals, and High-Volume Hiring How Does Allied/Universal Hire 90,000 Workers a Year? Referrals and PURPOSE [Podcast] Duie Pyle: Remote Worker Engagement, Blue Collar Challenges, and Competitive Recruiting Talent Lessons from the Transportation Industry [Podcast] Ohio Living: Core Values, Company Culture, and Employee Recognition We're Only Human 39: Ohio Living Serves 70,000 Clients Annually with Core Values Cox Enterprises: HR Analytics, Business Impact, and Strategy We're Only Human 53: How to Partner with Your Talent Analytics Team McDonald's: Learning Measurement, Business Impact, and ROI Southwest Airlines: Corporate Culture, Employee Perks, and Employee Engagement We're Only Human 40: How Southwest Airlines Lives and Breathes Corporate Culture HJF: HR Technology Selection and Implementation, HR Leadership, and Modernization We're Only Human 55: The HR Leader's First Year on the Job Ben Eubanks is the Chief Research Officer at Lighthouse Research & Advisory. He is an author, speaker, and researcher with a passion for telling stories and making complex topics easy to understand. His latest book Talent Scarcity answers the question every business leader has asked in recent years: "Where are all the people, and how do we get them back to work?" It shares practical and strategic recruiting and retention ideas and case studies for every employer. His first book, Artificial Intelligence for HR, is the world's most-cited resource on AI applications for hiring, development, and employee experience. Ben has more than 10 years of experience both as an HR/recruiting executive as well as a researcher on workplace topics. His work is practical, relevant, and valued by practitioners from F100 firms to SMB organizations across the globe. He has spoken to tens of thousands of HR professionals across the globe and enjoys sharing about technology, talent practices, and more. His speaking credits include the SHRM Annual Conference, Seminarium International, PeopleMatters Dubai and India, and over 100 other notable events. Nath Bio - Genes (I) Ltd "Today, when it comes to data, we are not dependent on the individuals but are only dependent on Akria." See how Nath Bio Streamlined Daily Operations With Akria HCM Read More As someone who has worked in the HR profession, I know well the full value of stories, examples, and case studies. At the end of the day, practitioners like us wanted to know that we weren't the only ones facing a problem and that, just maybe, some other organization had already surmounted the issue with some measure of success that we could learn from. While much of the work we do at Lighthouse Research & Advisory focuses on quantitative research studies, we do a fair amount of qualitative research as well. 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[Podcast] Allied/Universal: Talent Acquisition, Employee Referrals, and High-Volume Hiring How Does Allied/Universal Hire 90,000 Workers a Year? Referrals and PURPOSE [Podcast] Duie Pyle: Remote Worker Engagement, Blue Collar Challenges, and Competitive Recruiting Talent Lessons from the Transportation Industry [Podcast] Ohio Living: Core Values, Company Culture, and Employee Recognition We're Only Human 39: Ohio Living Serves 70,000 Clients Annually with Core Values Cox Enterprises: HR Analytics, Business Impact, and Strategy We're Only Human 53: How to Partner with Your Talent Analytics Team McDonald's: Learning Measurement, Business Impact, and ROI Southwest Airlines: Corporate Culture, Employee Perks, and Employee Engagement We're Only Human 40: How Southwest Airlines Lives and Breathes Corporate Culture HJF: HR Technology Selection and Implementation, HR Leadership, and Modernization We're Only Human 55: The HR Leader's First Year on the Job Ben Eubanks is the Chief Research Officer at Lighthouse Research & Advisory. He is an author, speaker, and researcher with a passion for telling stories and making complex topics easy to understand. His latest book Talent Scarcity answers the question every business leader has asked in recent years: "Where are all the people, and how do we get them back to work?" It shares practical and strategic recruiting and retention ideas and case studies for every employer. His first book, Artificial Intelligence for HR, is the world's most-cited resource on AI applications for hiring, development, and employee experience. Ben has more than 10 years of experience both as an HR/recruiting executive as well as a researcher on workplace topics. His work is practical, relevant, and valued by practitioners from F100 firms to SMB organizations across the globe. He has spoken to tens of thousands of HR professionals across the globe and enjoys sharing about technology, talent practices, and more. His speaking credits include the SHRM Annual Conference, Seminarium International, PeopleMatters Dubai and India, and over 100 other notable events. The client is an innovative retail and branding agency providing strategic marketing consultancy to major retail businesses. Their expertise includes branding, integrated communications and packaging. The client identified issues in the recruitment and retention of employees. The "right fit" employees were not joining the business and employees were then quickly exiting. This was costing the client dearly in recruitment fees, time, effort and training and was generally having a detrimental impact on colleague motivation and service delivery. The client realised the need to develop their talent strategy to identify and cement key corporate values and behaviours. By doing so, the aim was to ensure that the company's behavioural values laid the foundation for a culture to provide the winning edge for the company and its clients. Solutions for HR conducted a detailed review of current recruitment processes and retention strategies to measure effectiveness. Our recommendations addressed: Corporate values at the heart of everything we do A developed set of corporate values along with behavioural indicators A values based recruitment and selection strategy working alongside technical competence New and innovative ways to recruit to cement the fun and creative culture Person specifications focused on corporate values and behavioural competencies A promotional briefing document for recruitment agencies and direct candidates Development of innovative retention and engagement methods including training and development, work life balance and recognition and reward strategies Development of all other relevant employee interaction processes to cement the values into each employee interaction including selection, induction and appraisal. Our involvement developed a successful values based recruitment strategy to ensure that candidates' individual values and behaviours were aligned with the values of the client. Getting the right fit in the first place has contributed significantly to overall retention and our additional work on creative and flexible benefits, fun and innovative culture, employee developmental activities and work life balance initiatives has further supported employee retention which in turn has promoted better relationships within the company and with clients. One of the largest privately owned companies in the North West. They offer extensive fleets of cars, vans, trucks and minibuses for personal and business, short and long term hire. The client was referred to us partway through a complicated employee bullying and harassment grievance complaint that had been incorrectly handled and was in danger of becoming litigious. Solutions for HR assessed the actions to date and determined that there had been an insufficient investigation into the complaints about the Company to draw a fair and reasonable conclusion. It was also clear that best practice procedures had not been followed as the client had delivered a decision without a thorough and documented investigation and formal grievance hearing. Solutions for HR advised the client to take a step back and complete a thorough investigation into the allegations in anticipation of the employee's inevitable grievance appeal. Solutions for HR handled the grievance investigations to ensure confidentiality, sensitivity and to eliminate any bias. On receipt of the employee grievance appeal, we facilitated an appeal hearing and worked with the client to determine an appropriate decision. We went on to work with the employer to deliver the outcome and to develop an employee relations strategy for the future. Solutions for HR's involvement in the secondary part of the proceedings ensured that the final decision upon appeal was determined fairly, considering a substantial number of third party witness statements and a great deal of other business information. Our role also ensured objectivity and confidentiality, which is paramount in sensitive situations such as this and we were able to mediate between the parties to resolve the situation productively.