

HRMarketUpdate

Call London 020 3587 7070 Manchester 0161 416 6224 Birmingham 0121 651 1500 | Email global@mdhr.co.uk

NEW JOINERS | UK MARKET OVERVIEW | EVENTS | PERFORMANCE RATINGS



OUR NEW JOINERS



Carly O'Connell
Manager, Birmingham

I have specialised in the Midlands HR market for the past 10 years and still love the variety the sector can offer. Having worked with other agencies I have been able to build up a strong network of clients and candidates covering mostly the mid to senior end of the market. I am delighted to be managing the Birmingham office and have a great team working with me.

A NOTE FROM OUR MANAGING DIRECTORS



As we head towards the last quarter for 2016 it does feel it has been a year of two halves. Q1 and Q2 were largely dominated by generalist hires with the mid to senior market being competitive but active in most sectors. Going into Q3 amid uncertainty and with financial services already under pressure, Brexit coupled with a long summer has made it a tough market to navigate.

In the lead up to 100 days post-Brexit we have been asking the HR community what the impact has been so far. Results indicate that recruitment hasn't slowed due to Brexit and 3/4 of organisations haven't implemented any changes and do not envisage having to make redundancies as a result of Brexit. On the face of it, this is promising news and we continue to work closely with our clients predicting future needs and trends. One highlighted area of demand, especially for more risk-averse organisations, will

be the need to bring in short term or interim cover for a specific project or skill set. We have started to see this already in our dedicated Interim team who focus on transformation, change and projects. They are supported by our specialist teams who also identify HR talent when recruiting for longer-term contracts and permanent assignments.

Customer service has always been an important part of our business and we have recently implemented the Net Promoter Score. We currently sit at 66 and are deeply grateful to those who have taken the time to give us feedback so far. We take the time to read all the comments.

Finally we would like to congratulate Brett Smitheram, Senior Consultant in London, on his recent victory in Lille to take the title of **Scrabble World Champion 2016**. Well done Brett.

Darren Hayman & Angela Franks



Mike Tulley
Consultant Executive Resourcing, London

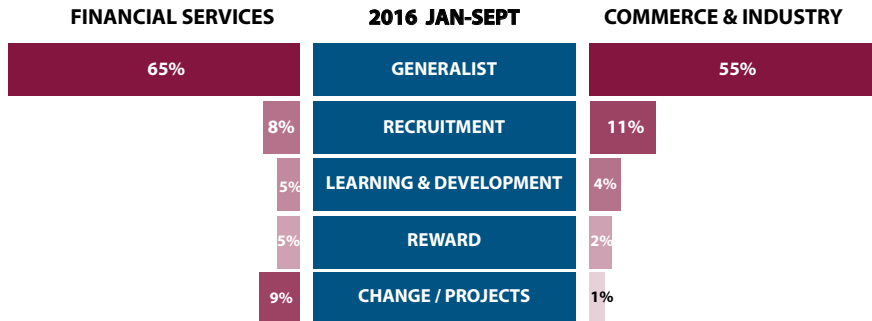
With a background in business support recruitment and after 10 years of working closely with HR professionals, I decided to specialise and build my career in the HR space. I recruit for experienced hires across all HR disciplines from Manager to Director levels across commerce & industry with a focus on Media and Retail. I am also a full member of the REC and a close follower of their code of practice.



UK MARKET TRENDS

HIRING TRENDS

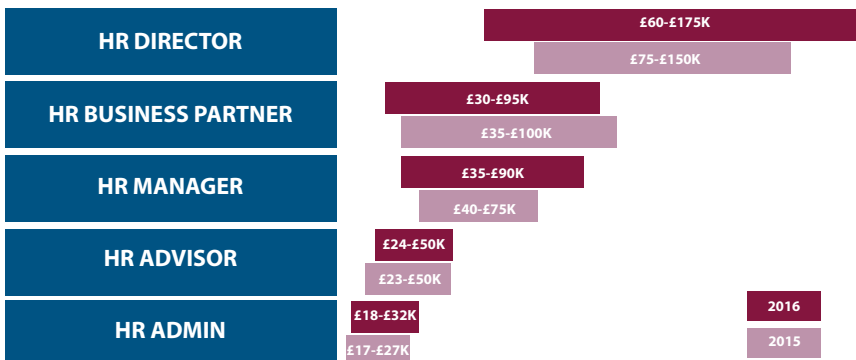
As you will see below, from January to August this year we have seen a continued demand for generalists. Financial Services has seen a higher number of Reward and Recruitment roles above the other specialisms. Given the number of change and transformations programmes currently being delivered across that sector, we predict a spike later this year and early next year for Interim specialists where new permanent roles are slow to be sourced or projects need a specific skill set.



The trend compared to the same period last year was fairly similar with a slight uptick in Generalist hires and fewer hires in L&D and Recruitment in both sector groups for 2016.

SALARY TRENDS

Salaries largely remain unchanged from 2015 and if anything we saw a widening of the range for each level. This is for a number of reasons; at the lower end of the salary bands it is factors such as tight budgets, sector trends and flat structures. At the top end, it is the broadening of roles without a change in the structure but also wanting to attract the best talent.



UPCOMING BREAKFAST EVENTS

100 DAYS POST-BREXIT - LONDON

We are delighted to be partnering with Employment Law specialist **Chris Tutton** of Constantine Law, in hosting a number of seminars following the first 100 days after the historic Brexit vote. We have limited spaces available on the 2nd November for the Media sector being held at MP & Silva on Oxford Street. For more information please contact **Mike Tulley**.



PERFORMANCE RATINGS - BIRMINGHAM

Back by popular demand, we are hosting our 5th seminar with speaker, **Gene Johnson**, Organisational Psychologist with expertise in Talent and Leadership. For more details please contact **Hayet Ghaouti**.

EMPLOYMENT LAW SEMINAR - MANCHESTER

In partnership with Glaisyers Solicitors LLP, our Q4 Employment Seminar will be held on the 24th November. For more details please contact **Gaelle Rio**.

OUR NEW JOINERS



Gaynor Bramall
Consultant, Futurexec - Manchester

I have been working in recruitment since 2011 and still love the feeling of successfully making the right match for the candidate and the client. I focus on permanent and contract roles up to £40,000 in the North specifically within Healthcare and the wider Third Sector.



Chris Beamish
Consultant, Interim - London

I have worked in recruitment for 2 years with the majority of that focused on the HR market. Working across multiple sectors including Financial Services, Professional Services and Commerce & Industry, I am part of the London Interim team specialising in day rate assignments up to £500 per day.



Louise Ellis
Consultant Executive Resourcing, Manchester

I am delighted to be back at Macmillan Davies after spending the past few years with a leading RPO building centres of excellence. As HR Recruitment has been the large majority of my 10+ years experience I'm excited about working again with my established network and growing it further.



HR INSIGHT - PERFORMANCE RATINGS

Here we share current thinking around Performance Ratings with Organisational Psychologist, Gene Johnson.

2015 saw a significant number of high profile companies ditch the annual performance review and performance ratings for a more ongoing, fluid system giving timely feedback. But many organisations still feel they might not be ready for such a change.

WHY DO WE 'DO' PERFORMANCE MANAGEMENT?

From our survey* we see that motivating performance and allocating performance related (financial) rewards are the top two reasons for having performance management (PM) systems in place. The psychological reasons that underlie PM include a need for feedback on our goals; companies need to track if employees are achieving their goals; there is a need to reward goal achievement (and not reward failure); and a need for equity in reward distribution (via ratings).

CURRENT PERFORMANCE MANAGEMENT PRACTICES - SOME OF THE PROBLEMS

PM is largely managed as an administrative process and so focus is put on the tools and mechanisms rather than the performance conversations and behaviour; real-time feedback is rarely given; ratings are reviewed as subjective and sometimes arbitrary; people don't want to be rated as just 'satisfactory' or have negative feedback. All this means linkages with pay and other decisions become problematic.

In our survey we wanted to know what organisations have done over the past 3 years to improve their performance management process. The top 3 were: up-skilling managers in feedback and coaching; simplified performance review forms; encouraging employees to initiate feedback conversations. On average firms change their PM process once every 3 years in the hope that it will lead to more effective performance management, when what is usually required is a change in the performance culture.

GENE'S SUMMARY

For an organisation considering a change in their PM approach Gene's top tips are:

- to eliminate performance ratings you need a culture that is open to having meaningful discussions where employees can trust their manager and talk openly. Employees must also want the feedback.
- you need supporting systems in place such as the use of goal-setting; feedback training to up-skill managers and employees; and employee surveys and audits to find out if/when/how the conversations are taking place
- provide feedback in the moment when needed - to be effective, basic psychology says you need an immediate time connection between behaviour and feedback
- prime for a growth mindset through the language managers use "you did well; you must have worked hard" or "I see you put a lot of hard work into this" as opposed to "you did well; you really are talented"
- keep pay discussions and/or ratings separate from development discussions

For the full 'HR Market Insight' please click [HERE](#).



Gene Johnson, Organisational Psychologist & HR Professional

* Survey refers to the Macmillan Davies Survey of the HR community carried out in 2016 with over 430 respondents.

OUR NEW JOINERS



Oliver Martin
Consultant, Executive Resourcing - Birmingham

I have worked in the recruitment industry for 14 years and have a lot of knowledge in the contract and permanent markets across Professional and Financial Services. After 10 years and reaching Director level, I made the decision to specialise in HR being such a relationship led market. I am delighted to be working with Carly in establishing and growing the Birmingham team.



Anna Jackson
Consultant, Futurexec - London

After completing an Arts degree and working in IT Sales in my hometown of Sydney, I relocated to the UK in 2014. I have worked in recruitment for 2 years and focus on entry level to mid-level assignments in the Third Sector and Professional Services.



Rachel Tobin
Consultant, Futurexec - Manchester

After graduating from the University of Manchester I started my career in international recruitment in the Oil & Gas industry. That work took me to the Middle East where I spent 4 years in Qatar. I relocated back to the UK and worked in an internal Global Resourcing role before joining Macmillan Davies. I focus on permanent and contract roles up to £40,000 in the North with a focus on Liverpool across all sectors.

