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Reality HR has been our anchor in the storm. Not only did they remedy current difficult circumstances with their calm professionalism and expert know-how, their impartial viewpoint has allowed them to make valuable observations of our business and broad-scope recommendations from a place of clear and unbiased judgement. Supported by their vast industry experience, we now move forward as a business with renewed clarity and confidence.

Grace Hall – Finance Director



RWARMSTRONG

Meet RW ARMSTRONG and learn about **the challenge** they faced with their HR

R W Armstrong is based in Hampshire and provides high-quality construction services across the South East of England. This traditional residential building firm has an excellent reputation for their fine craftsmanship and specialises in high-class refurbishments and renovations of country homes, period town houses, and listed properties as well as the construction of bespoke new houses for private clients.

Founded 60 years ago, the workforce of this successful business comprises craftsmen coordinated by IOB qualified contracts managers and experienced site managers, reinforced with specialists and sub-contractors.

When the internal HR Manager left the business, R W Armstrong found themselves in urgent need of external HR support to keep their prestigious business operating as usual. The multifarious structure of their organisation meant that maintaining a streamlined HR service was critical; the potential risk being an interruption to business continuity and possible damage to their reputation.

As Grace Hall, Finance Director explains: “For a business like ours, being left without an HR Manager was hugely problematic. Filling this gap in the business simply couldn’t be done with existing internal resource; interim measures would just result in a ‘firefighting’ situation which is not sustainable, or sensible. “Effectively losing our whole HR function meant that we needed help with a wide variety of HR aspects, which at first seemed rather daunting. But then we were introduced to Reality HR at a networking event and were relieved to discover that all our HR needs could be met under one roof by this highly-recommended company. Continuity was very much our priority and we felt there might be further disruption if we had to outsource HR across several different suppliers.

The action taken by Reality HR

Reality HR joined R W Armstrong to operate as their complete HR department, taking the following steps to address both immediate issues and the ‘bigger picture’ of HR in line with medium and long-term business objectives:

- set out a full HR plan for the next 6-12 months
- completed a cultural assessment and ran a follow-up workshop with Senior Managers
- reviewed and implemented contracts for Senior Managers (with PTRs) in turn supporting
- promotions and restructure of the Senior Management Team (SMT)
- undertook salary benchmarking for senior roles (SMT, Surveyors and Construction Managers)



Reality HR has brought so many valuable skills into our business that we were in desperate need of and a sense of perspective and clarity that we could never have found in one internal HR role.

Grace Hall Finance Director

- rolled out a performance management process across the whole company
- launched a manager training programme (HR Essentials for Managers)
- coached Finance Director and Purchasing Team members
- introduced Quest psychometric profiling for development and recruitment
- assisted with recruitment, supporting a new competency-based interview structure
- examined and updated handbook/policies
- analysed and improved induction and probation processes
- provided on-site support across all levels of the organisation as well as by phone, including ad-hoc support
- regularly attended Senior Manager's Quarterly Strategic reviews and business planning meetings

The outcome

With more clarity and consistency across the business, R W Armstrong is experiencing the following advantages of outsourcing their HR function: All activity is rooted in a plan that serves KPIs and expert recommendations light the way ahead. There's greater awareness of the business culture which allows a more insightful approach to HR matter. A strong management team is in place and they have access to the coaching and training that enables leadership excellence. Performance management is streamlined in a way that monitors and motivates all staff, complemented by profiling.

