

ROBERT PURSE

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PROFESSIONAL PROFILE

Author of 'The Management of People' (ISBN 9781785547553) and 'People – The Heart of Good Governance' (ISBN 9781540555342). Also author of a number of published articles on Corporate Governance, Pensions and Reputation. Currently seeking mentoring, speaking, and non-executive director opportunities. Accomplished HR expert and general manager with achievements across both public and private sectors in organisations ranging from SME's to multi-nationals and plc's. Through a combination of senior permanent and interim appointments, has amassed industry experience spanning Business Services, Construction, Engineering, Rail, Transport Infrastructure, Port Operations and Software Development. Can leverage diverse understanding of issues such as employee relations, corporate governance, operational management, occupational pension schemes, resourcing, reward and employment law to provide independent and objective support and mentoring to a wide range of organisations and independent counsel for their board and executive team. Extensive experience of mergers and acquisitions, coupled with post-merger/acquisition integration. Capable of working at both operational and strategic levels. Significant experience of collating, validating and interpreting large volumes of complex data.

KEY TRANSFERRABLE SKILLS

- **HR Knowledge:** Fully versed in HR best practice, including organisation change and transformation, and able to advise on best practice approach to wide range of people-related issues. Extensive experience of working/negotiating with trades unions in the engineering and transport sectors with Babcock, Hurel-Hispano, Jarvis, Manchester Airports Group, Manchester Ship Canal, Northern Rail and Railfreight Distribution, is complemented by extensive exposure to compensation and benefits, including pension schemes. Expert in TUPE transfers and in the process of migrating operations from public ownership to the private sector. Wide experience of business integration following mergers and acquisitions. Extensive experience of re-structuring organisations and, trust-based, occupational pension schemes. Extensive experience of collective bargaining and employee relations, gained in both the private and public sectors. Significant experience of performance management, resourcing and reward.
- **Operational Governance:** Significant, wide-ranging experience of managing operations and functions within them. As COO of HPA Group, led on strategic and operational management in turning round group of diversified service companies. As General Manager of Manchester Ship Canal, developed and successfully implemented a comprehensive re-structuring plan, which included the introduction of a unified control centre linked to the Port of Liverpool, and managing a wide range of stakeholder and customer relationships. While HR Director of Fire Service College devised and implemented full HR strategy covering 350 employees on a single site as it transitioned from public ownership to commercial viability as a Home Office Executive Agency/Trading Fund. Extensive experience of business transformation and liaison with multiple stakeholders, including Government Departments, Local Authorities and Trade Unions.
- **Sector & Business Model Versatility:** Wide exposure to diverse private and public service sector organisations – exhibits the ability both to understand unfamiliar markets and models quickly and transfer knowledge and skills across boundaries. Complex organisations have included operations in airports and aerospace, construction, engineering, multi-modal freight operations, ports and rail (Maintenance, freight and passenger operations). Smaller organisations have included businesses delivering computer services, software development, supply chain transparency and facilities management. Corporate structures and cultures encountered include multinational companies (Avis Budget Car Rental and Carillion), SMEs (Bonded Fibre Fabrics, HPA Group and Medidesk) and public sector (Fire Service College, Kingston University Service Company and Railfreight Distribution).
- **Change & Progression:** In a strong position to advise, assist, and support boards as they contemplate and then oversee change, having been deeply immersed in extended change management projects designed to re-engineer organisations and their cultures. Extensive experience of business integration and re-structuring. At Carillion devised and implemented the integration and restructuring plan for the integration of a major (4,500 employees) acquisition. With HPA effected change through business transformation, restructuring and relocation. For ADP, delivered all HR aspects of major change programme, leading 30% headcount reduction and people-related elements of wholesale relocation. With Fire Service College, drove cultural and organisational change as operation shifted from Home Office-funded cost centre to become an executive agency/trading fund. For Railfreight Distribution, lead the successful integration of 4 business units (3,500 employees) and successfully devised/implemented an organisation transformation programme.
- **Legislation & Regulation:** Possesses the ability to understand complex legislation and both the individual and collective agreements that regulate relationships between employer and employees. In a position to explain with clarity and authority new legislative impacts from the management perspective as well as advise on the consequences and risks of compensation packages, executive contracts and all other aspects of managing senior personnel. Excellent understanding of the principles and practice of good corporate governance.

CAREER HIGHLIGHTS

Current: Author & Business Mentor

- 'The Management of People' ISBN 9781785547553, published 2016.
- 'People – The Heart of Good Governance', ISBN 9781540555342, published 2017.
- 'Corporate Governance & Organisation Culture', published in Compliance & Ethics Professional 2017.
- 'Reputation and Good Governance', published in Compliance & Ethics Professional 2017.

2012 – 2014: HPA (Cranfield) Group Ltd

Chief Operating Officer and Director

- Delivered strategic and operational management for a diverse group of privately-owned companies providing: Software Design & Development (CYAN); Human Capital Consultancy (Human Potential Accounting); Supply Chain Transparency using web-based and IVR solutions (Responsible Trade Worldwide); and, Workplace Mediation & Conflict Resolution (People Resolutions Limited).
- Reporting to the Executive Chairman, successfully achieved business turnaround, re-structuring and relocation.
- Took lead, working with advisers, in registering trademarks and logos in all relevant jurisdictions.
- Wrote/co-authored articles as part of Group's business development activities and presented webcast series; integral part of role involved business development from own network and bringing the Responsible Trade Worldwide methodology to market.

2009 – 2012: Pension Review Advisors Ltd

Director

- Provided advice to employers (Private and public sector) on the re-structuring of occupational pension arrangements,
- Submitted written evidence to the Public Service Pension Review Commission, and;
- Commissioned a survey on the subject of Defined Benefit occupational pension arrangements.

1995 – 2012: Interim Executive, multiple assignments including:

ADP (UK) (payroll and employment services, multi-site, multi-union)

- Head of HR, reporting to the Managing Director: developed, negotiated, and implemented re-structuring plan for Chessington Computer Services (privatised Executive Agency of Cabinet Office); achieved 30% staff reduction 3 months ahead of plan and managed all HR aspects of relocation to new offices and TUPE-integration of staff into ADP; restructured HR function and recruited permanent Head of HR.
- Employment Law Advisor: tribunal case preparation/presentation and negotiation of Compromise Agreements.
- HR expert on due diligence team: involved in reviewing contracts of employment, pensions, compensation & benefits and TUPE liabilities of target acquisition; designed HR due diligence M&A checklist.

Bonded Fibre Fabrics (non-woven fabric manufacturer for automotive, filtration and medical applications, 300 employees, single site, multi-union)

- HR Manager: successfully developed and implemented a comprehensive junior and middle management training programme; developed business-led HR policies and procedures.

Avis Budget Group (vehicle rental, 500 employees, multi-site, single union, Paris-based)

- HR Director: managed HR aspects of an acquisition, covered by Acquired Rights Directive; produced implementation plan for introduction of statutory 35-hour week.

Carillion (business services & construction, 51,000 employees, multi-site, multi-union)

- Group Reward Manager: devised and introduced results-focused Corporate Bonus Scheme, consistent with best practice corporate governance guidelines; introduced compensation and benefits benchmarking for "Top 100" (including Executive Directors) and online benchmarking for "Top 1000"; benchmarked 400+ individual posts (UK and overseas); restructured company car provision and devised cost-effective, tax-efficient replacement for car policy; directly involved in successful introduction of Shared Services and restructuring HR function consistent with Business Partner model.
- Pensions Review HR Director: closure of many DB pension schemes to future accrual and severing link to final pensionable salary; formulated and implemented changes to minimise any exposure to s.75 debt.
- HR Project Director: designed and implemented the integration and re-structuring of a recently acquired subsidiary that involved 1,500 redundancies and the associated collective consultation.

Hurel-Hispano (French-owned aerospace company, 1,000+ employees, multi-union)

- HR Director: developed and successfully implemented a range of business-led HR policies and procedures, including new 'harmonised' Terms and Conditions of Employment; successfully negotiated and introduced single-table consultation and collective bargaining; designed and implemented comprehensive management training programme.

Jarvis (railway infrastructure maintenance and track renewals, 3,500 employees, multi-site, multi-union)

- Group Personnel Director: developed and successfully introduced business-led HR strategy for newly-privatised British Rail subsidiary; managed TUPE transfer of 3,500 ex-public sector staff; project-managed successful introduction of new Terms and Conditions of Employment; restructured HR function to ensure that delivery of cost-effective, business-led service.

Kingston University Service Company (facilities management, 250 employees, multi-site, multi-union)

- Personnel Director: developed and successfully implemented a business-led HR strategy; managed all HR aspects of the business, including TUPE issues.

Manchester Airports Group (UK's 2nd largest airports operator, 3,500 employees, multi-site, multi-union)

- HR Projects Manager: responsible for several high-profile projects including benchmarking and business-focused metrics (eg absenteeism); benchmarking and advising on compensation and benefits for Directors and Senior Executives, and HR information systems.

- General Manager (HR). Manchester Airport Aviation Services (Group's largest employer): O&M study of HR practice and procedure, development of revised (business-focused) structure for HR, review of major business unit, developing and implementing effective absence management processes.
- General Manager Car Parks & Coaching: full responsibility for multi-site coach and car parking operation with c200 employees and £38m turnover, Undertook comprehensive business review, developed business case for and project-managed the amalgamation of airside and landside coach operations, improved asset utilisation (including introduction of GPS-based vehicle tracking/asset management systems); identified new business opportunities; developed more flexible product offering and developed a standardised template for future contract opportunities.

Manchester Ship Canal (port, canal and rail operations, 250 employees, t/o c£26m, multi-union)

- General Manager: responsible for comprehensive organisation review and successfully implemented fundamental restructuring and change programme aimed at achieving industry-median EBITDA and a business-focused workforce.
- Role involved managing a complex port operation, introducing a single (central) control centre linked to the Port of Liverpool, full collective consultation with multiple recognised trade unions, developing and implementing effective communications plan.
- Identified new business opportunities and extensive liaison with stakeholders including local authorities, regulatory bodies and customers; full-year payroll savings of c£2m achieved.

Northern Rail (passenger rail services, 4,700 employees, multi-site, multi-union)

- Employee Relations Director/Deputy HR Director: responsible for all aspects of Employee Relations management in a company where most employees were protected by TUPE
- Deliverables included relationship-building with trade union officials at regional and national level, restructuring HR and other central support functions to produce a more business-focused and customer-centric operation which involved significant cultural change, review and restructuring of internal communications, review of policies and procedures.
- Business Owner for SAP HR and payroll project; mentored newly-appointed HR Business Partners.

1993 – 1995: Fire Service College (350 employees, single site, multi-union)

HR Director

- Devised and implemented a business-led HR strategy; managed all HR aspects of cultural and organisational change from a centrally-funded Home Office unit to commercially viable business as an Executive Agency/Trading Fund.
- Developed, negotiated, and implemented the transition from national to local pay bargaining. Liaised with multiple stakeholders (Home Office, HM Treasury &, Local Authorities); outsourced non-core activities.

1989 – 1993: Railfreight Distribution (UK, France and Belgium, 3,500 employees, multi-site, multi-union)

HR Director

- Led and directed HR Management and payroll in 3 countries. Responsible for providing HR input to both corporate and unit business strategies; integrated 4 separate operations into single enterprise, with c£3.5m annual savings; devised and implemented organisation-wide, culture and organisation change programme. 'Lead' on all reward issues. Uniquely for British Rail, RfD had separate collective bargaining arrangements from the rest of BR.

1986 – 1989: British Printing Industries Federation (multi-site, multi-union)

Regional IR Advisor

- Provided 'on-call' personnel and industrial relations service to 350 members of which 90% were SME's.

1983 – 1986: Birmid Qualcast (Potterton International Ltd) (1,000 employees, multi-site, multi-union)

Employee Relations Manager

1978 – 1983: The Rank Organisation (Rank Hi Fi) (1,000 employees, multi-site, multi-union)

Personnel & Training Officer

1974 – 1977: Royal Hong Kong Police

Police Inspector

1970 – 1973: HM Regular Army (Green Howards)

Lieutenant/Platoon Commander

CREDENTIALS

- **MBA (Business and Human Relations) - 2011**
- **Senior (Strategic Management) Course, Henley Management College – September 1989**
- **Past Member CIPD – Admitted March 1987**
- **Certificate of Professional Competence (National) Road Transport Operations – October 2006**
- **BPS Register of Competence in Occupational Testing, Levels A & B - 1993**
- **Strategic Management Direction, IoD - 2011**
- **Managing Strategic Change, IoD - 2012**
- **The Role of the Non-Executive Director, IoD - 2014**
- **TUPE (2014), Pinsent Masons - 2014**
- **Fellow Strategic Management Forum – Admitted 2013**