

Piece by Piece

HR & RECRUITMENT CONSULTANCY

People Solutions, Piece by Piece.

HR CONSULTANCY SERVICES

A practical, people-focused approach



Expert guidance for confident managers, fair processes and stronger workplaces.

01

EMPLOYEE RELATIONS

02

HR DOCUMENTATION

03

TRAINING & SUPPORT

Based in East Yorkshire | Supporting businesses across Yorkshire and beyond

GETTING TO KNOW US

People first. Business focused.

HR expertise delivered with a personal, practical and commercially aware approach.



YOUR BUSINESS. YOUR PEOPLE. YOUR PRIORITIES.

Piece by Piece HR & Recruitment Consultancy supports organisations that want experienced HR guidance without unnecessary complication. From an individual employee concern to wider people strategy, the emphasis is on understanding your business and finding a proportionate way forward.

Led by Andrew Metcalf, the service brings hands-on HR and employee relations experience together with a grounded understanding of the pressures faced by managers, owners and growing teams.

THE PIECE BY PIECE WAY

Our philosophy

Good HR advice should be clear, useful and workable: helping you make informed decisions while treating people fairly.

Not a call-centre script.

Considered advice, tailored to your organisation and circumstances.

A COMPLETE VIEW

Your HR support, piece by piece

Flexible support for everyday management issues, specialist projects and long-term people priorities.

Employee relations

CORE ADVISORY

Disciplinary, grievance, conduct, complaints, conflict and sensitive workplace matters.

Sickness & absence

MANAGER SUPPORT

Short and long-term absence, attendance triggers, return-to-work processes and adjustments.

Performance & capability

PEOPLE PERFORMANCE

Probation, performance improvement, capability and fair, constructive conversations.

Policies & documentation

FOUNDATIONS

Contracts, handbooks, policy development, letters, templates and procedural reviews.

Investigations & hearings

COMPLEX CASES

Structured fact-finding, impartial investigations, meeting preparation and outcome support.

Manager training

CAPABILITY BUILDING

Practical, scenario-led workshops on managing people consistently and confidently.

Retained HR partnership

CONTINUITY

Regular, planned access to HR support with an agreed scope and monthly allocation.

Projects & change

SPECIALIST SUPPORT

HR audits, restructures, consultation planning and one-off organisational initiatives.

CORE SERVICE 01

Employee relations

Steady, commercially sensible support when managing sensitive people situations.



Fair process • Clear documentation • Confident decisions

Disciplinary & grievance

- Initial assessment of issues, evidence and appropriate routes.
- Preparing invitations, letters and supporting documentation.
- Guidance on fair hearings, decision-making and appeals.
- Advice on proportionality, consistency and next steps.

Conflict & difficult conversations

- Handling employee complaints and relationship breakdowns.
- Coaching managers through challenging conversations.
- Approaches to informal resolution and mediation referrals.
- Managing conduct concerns and behavioural expectations.

What you gain: A structured, impartial-minded approach that supports compliance, records clear decisions and recognises the human impact of workplace issues.

CORE SERVICE 02

Investigations & sensitive cases

Careful fact-finding, appropriate independence and well-evidenced outcomes.

A CALM, STRUCTURED APPROACH

When the stakes are high

Allegations of misconduct, bullying, harassment, retaliation or serious employee complaints require planning, confidentiality and a fair, proportionate process.

1

Scope the matter

Clarify the allegation, relevant policies, decision-makers, urgency, conflicts of interest and written terms of reference.

2

Gather reliable evidence

Plan interviews, obtain relevant documents, keep accurate notes and avoid reaching premature conclusions.

3

Present clear findings

Prepare a balanced factual record and identify evidential gaps, with findings or recommendations limited to the agreed remit.

4

Support next steps

Help managers plan disciplinary or grievance stages, communication and an appropriate audit trail where separately agreed.

Important: Formal investigations are separately scoped where required. The employer retains responsibility for disciplinary decisions and any legal obligations.

CORE SERVICE 03

Absence, health & wellbeing

Supportive, evidence-led management of attendance and capability concerns.

Short-term absence & attendance

- Review patterns, triggers, attendance data and policy application.
- Improve notification and return-to-work practices.
- Support managers to hold constructive review meetings.
- Develop fair, documented attendance improvement plans.
- Consider circumstances, individual needs and consistency.

Long-term absence & health

- Plan welfare contact and appropriate review points.
- Consider medical evidence and occupational health referrals.
- Explore reasonable adjustments and phased returns.
- Manage capacity, operational needs and available alternatives.
- Support fair capability processes when appropriate.

FROM ABSENCE POLICY TO REAL-WORLD PRACTICE

A good process balances empathy with clarity. We can help managers understand what to say, what to record, what adjustments may be appropriate and how to keep decisions defensible.

Practical deliverables

Attendance trigger reviews • Return-to-work templates • Meeting plans • Adjustment considerations • Management correspondence • Case action plans

CORE SERVICE 04

Performance, probation & capability

Address issues early, set clear expectations and give people a fair opportunity to improve.

Whether a new starter is struggling, a team member is missing standards or a manager finds performance conversations difficult, structured support can reduce drift and help decisions become more consistent.

01	**CLARIFY**	Define the required standard and what the concern actually is.
02	**DISCUSS**	Hold a clear, constructive conversation and listen to context.
03	**SUPPORT**	Agree objectives, training, adjustments and realistic timescales.
04	**REVIEW**	Record progress, feedback, evidence and any revised support.
05	**DECIDE**	Consider next steps fairly under the appropriate policy.

Services include: Probation frameworks; performance improvement plans (PIPs); review meeting preparation; capability process support; objective setting; manager coaching and documentation.

CORE SERVICE 05

Contracts, handbooks & policies

Clear documentation turns expectations into consistent, practical workplace processes.



DOCUMENTATION THAT MANAGERS CAN UNDERSTAND AND USE

Core employment documents

- Employment contracts and contractual variations.
- Employee handbooks and policy frameworks.
- Offer, probation and confirmation letters.
- Disciplinary, grievance and appeal documentation.
- Absence, attendance and capability templates.

Policy reviews & improvement

- Review existing documents for gaps and inconsistencies.
- Update procedures to reflect the agreed business approach.
- Support flexible working, leave and conduct policies.
- Develop consistent manager forms and letters.
- Help implement and communicate revised documentation.

The objective: Documents that work together - reflecting your culture, helping managers follow fair procedures and providing employees with clear expectations.

CORE SERVICE 06

Management development & training

Practical sessions that help people managers build confidence - not just collect slides.



INTERACTIVE | RELEVANT | ACTIONABLE

Popular training topics

- Disciplinary and grievance essentials.
- Managing short and long-term absence.
- Probation reviews and performance discussions.
- Investigations and evidence gathering.
- Difficult conversations and record keeping.

How sessions can work

- Manager workshops and team briefings.
- Interactive case studies and realistic scenarios.
- Focused refreshers on priority HR topics.
- Support materials and templates by agreement.
- Tailored content for new or experienced managers.

Built around your workplace: Training can be commissioned as a standalone project or included in a broader programme where agreed. Content, duration, delivery method and fees are confirmed in advance.

CORE SERVICE 07

Organisational change & projects

Pragmatic HR input when roles, structures or business needs are changing.

PLANNING WITH PEOPLE IN MIND

Change requires more than paperwork

Restructuring, proposed redundancies, business transfers and changes to terms can affect people, operations and reputation. A planned approach helps identify risks and manage communication.

Workforce change support

- Initial planning and HR risk assessment.
- Restructure proposals and role-mapping support.
- Consultation preparation and documentation.
- Redundancy process and selection guidance.
- Communication plans, timelines and records.

Wider HR projects

- TUPE-related HR coordination where appropriate.
- Policy harmonisation and new ways of working.
- HR process reviews and improvements.
- Manager and employee communications.
- Bespoke people projects with agreed deliverables.

Measured decisions. Clear accountability.

The specific scope is agreed before work begins. Collective consultation, TUPE and other complex legal questions may require specialist legal advice; the employer retains responsibility for statutory duties and final decisions.

WAYS TO WORK TOGETHER

Retained HR partnership

Consistent HR support with the right level of access, scope and predictable monthly arrangements.

Your HR partner, without a permanent HR hire

A retainer can suit organisations that value an ongoing relationship, regular access to HR advice and continuity in how employee matters are handled. Your package is designed around the work you need - not a generic “unlimited” promise.

Typically suited to

- SMEs without a full internal HR function.
- Business owners who manage people alongside operations.
- Growing organisations needing consistent HR processes.
- Managers who benefit from regular advisory support.
- Teams with recurring employee relations and policy needs.

What may be included

- Email or telephone HR advice during agreed hours.
- Case guidance on absence, conduct and performance.
- Policy or document review within the agreed scope.
- Regular management check-ins when included.
- Agreed monthly hours or clearly defined deliverables.

Transparent terms

Monthly fees and included support are quoted individually. The standard agreement provides a three-month initial term and a 30-day notice period after that term, unless otherwise agreed in writing. Additional projects or hours are quoted and approved separately.

WAYS TO WORK TOGETHER

Ad hoc advice, audits & projects

Flexible, targeted support for a single issue, defined assignment or a broader HR improvement plan.



NEED EXPERTISE FOR ONE IMPORTANT ISSUE? START HERE.

One-off HR consultancy

- Advice on a specific employee relations case.
- Preparation for a grievance or disciplinary process.
- Sickness, performance or probation case support.
- Employment documentation or policy updates.
- Help for an urgent but defined HR requirement.

HR audits & improvement

- Review current policies, contracts and core processes.
- Identify practical gaps or inconsistent practices.
- Prioritise risk and improvement opportunities.
- Develop a realistic action plan with agreed ownership.
- Support follow-through through a defined project.

No hidden standard tariff

We discuss the brief, agree the work, identify deliverables and provide a tailored quotation or Statement of Work before the engagement begins. Work outside the agreed scope requires approval.

OUR APPROACH

A clear route from concern to solution

One conversation can be the starting point. The process stays transparent as your needs evolve.

1 Discover

Tell us about the issue, business context, urgency and what a good outcome would look like.

2 Define the brief

We agree the scope, responsibilities, expected deliverables, practical timescale and information needed.

3 Confirm the proposal

You receive an appropriate quotation, service agreement or retainer schedule for acceptance.

4 Work together

We provide the agreed advice, documents, meetings or training, with relevant updates along the way.

5 Support decisions

We present practical options and consider risk; you remain responsible for employer decisions.

6 Review and improve

We identify useful follow-up actions and, if requested, agree any additional support separately.

Confidentiality, proportionate data handling and clear commercial expectations underpin every assignment.

WHY WORK WITH US

An experienced, approachable partner

Practical support designed to help you move forward with confidence.

Personal

You deal with a named HR professional who takes time to understand the organisation behind the question.

Pragmatic

Advice is grounded in operational reality, while keeping fair process and people considerations in view.

Flexible

Use us for a one-off challenge, a defined project, training or an ongoing retainer relationship.

Clear

We agree what is included, set expectations early and communicate in plain language.

Illustrative situations we can support

“A grievance has escalated” • “Absence is affecting service delivery” • “Managers need confidence with performance reviews” • “Our handbook is out of date” • “We need extra HR capacity for a change project”

HR and recruitment under one roof

Piece by Piece also offers permanent recruitment support under separate terms. Where relevant, we can help you connect workforce planning, effective management practices and recruitment activity - piece by piece.



Piece by Piece

HR & RECRUITMENT CONSULTANCY

People Solutions, Piece by Piece.



Let’s make people management work better for your business.

Tell us what you need - whether it’s a difficult employee issue, a policy review, management training or regular HR support.

START THE CONVERSATION

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All services are subject to an agreed written scope and applicable terms. The client remains responsible for employment decisions and statutory duties. Specialist legal advice may be recommended where appropriate. Photography is illustrative.