

Piece by Piece

HR & RECRUITMENT CONSULTANCY

People Solutions, Piece by Piece.

People expertise. Practical solutions. Stronger businesses.

I work directly with business owners and leaders to resolve people challenges, strengthen HR practices, develop confident managers and recruit the right talent.

EMPLOYEE RELATIONS	PERMANENT RECRUITMENT	MANAGEMENT TRAINING	HR & SUPPORT STRATEGY

EXPERIENCED. PERSONAL. COMMERCIALLY FOCUSED.



WELCOME / ABOUT PIECE BY PIECE

A trusted HR partner. A straightforward approach.

I created Piece by Piece to give businesses direct access to experienced, practical HR support—without unnecessary complexity, jargon or a one-size-fits-all service.

I am **Andrew Metcalf, a Chartered Member of the CIPD (MCIPD)**, with more than 25 years of experience in people management. I have led HR functions and teams, advised directors, managed sensitive employee matters and supported organisations through recruitment, change and growth. I understand the pressures business owners and managers face, because I have worked alongside them throughout my career.

25+
YEARS' HR EXPERIENCE

MCIPD
CHARTERED CIPD MEMBER

1:1
DIRECT CONSULTANT RELATIONSHIP

What you can expect

I aim to make people decisions clearer, more confident and easier to implement.

- Clear advice grounded in employment law, good practice and business reality.
- Independent judgement on difficult or sensitive matters.
- Practical documents, action plans and manager coaching—not just recommendations.
- Consistent communication, discretion and a focus on fair outcomes.

Where I add value

I can become an extension of your business or support you with a defined challenge.

- Help you reduce avoidable people risk and prevent issues escalating.
- Equip managers to handle conversations and processes correctly.
- Create robust HR foundations that support sustainable growth.
- Improve recruitment, retention, engagement and workforce visibility.

MY COMMITMENT You deal directly with me. I take time to understand your organisation and recommend support that fits your people, priorities and budget.

01 / EMPLOYEE RELATIONS

Resolve people issues fairly and confidently.

I support employers through the full employee relations journey—from early concerns and difficult conversations to formal processes and complex organisational decisions.

Disciplinary, grievance & conduct

I help you follow a fair process, establish facts and communicate decisions confidently.

- Investigation planning, interviews, findings and evidence reviews.
- Disciplinary and grievance procedures, hearings and appeals.
- Misconduct, conflict, bullying and harassment concerns.
- Case letters, documentation and manager decision support.
- Early resolution, mediation options and difficult conversations.

Absence, wellbeing & capability

I balance employee support, reasonable adjustments and operational requirements.

- Short- and long-term sickness absence case management.
- Occupational health referrals, medical evidence and return-to-work planning.
- Reasonable adjustments and Equality Act considerations.
- Attendance triggers, probation and capability procedures.
- Performance improvement plans, reviews and outcomes.

Organisational change & exits

I can help you plan sensitive transitions and keep the people process structured.

- Restructures, redundancy planning and consultation.
- TUPE consultation and people integration support.
- Organisational design and changes to roles or reporting lines.
- Settlement discussions and ACAS process support.
- Fair process, risk awareness and management of employee impact.

Prevention & manager confidence

I work with you to avoid repeat issues, not simply respond to the latest problem.

- Contract, policy and handbook reviews.
- Manager guidance, checklists and practical case templates.
- Advice on fair, consistent use of policies.
- Coaching for feedback, conduct and attendance conversations.
- Early identification of trends and recurring employee issues.

SPECIALIST SUPPORT / COMPLEX CASEWORK

Independent investigations. Sound decisions.

When an allegation is sensitive or the potential consequences are significant, I provide objective, structured support that helps you understand the facts and make defensible decisions.

Workplace investigations

My focus is impartial fact-finding and a clear, evidence-based outcome.

- Agree investigation scope and terms of reference.
- Identify witnesses, documents and relevant evidence.
- Plan and conduct appropriate investigation meetings.
- Create accurate records, chronologies and findings reports.
- Present factual findings without pre-judging the disciplinary outcome.

Difficult employee cases

I help managers navigate complexity with calm, proportionate judgement.

- Allegations of misconduct, harassment or workplace conflict.
- Complex grievances, appeals and overlapping complaints.
- Long-term sickness, capability and adjustment considerations.
- Dismissal-process preparation and procedural checks.
- Settlement agreements and ACAS-related procedural support.

My approach to high-risk matters

- I start by understanding the situation, relevant evidence, policies and decision-making responsibilities.
- I identify procedural risks and explain practical options so you can make informed decisions.
- I provide managers with structured support and clear, proportionate documentation.
- Where specialist legal advice is appropriate, I recommend involving an employment solicitor.

THE BENEFIT TO YOU A measured process, reliable records, clearer choices and the confidence that sensitive decisions have received proper scrutiny.

02 / HR SUPPORT & OUTSOURCING

The HR capability you need—when you need it.

I help you build and maintain an effective HR function, whether you are establishing your first formal processes, strengthening an existing team or looking for ongoing support.

HR essentials & compliance

I put dependable people processes in place and help you keep them relevant.

- Contracts of employment and employee handbooks.
- HR policies, procedures and management guidance.
- Onboarding, induction, probation and exit processes.
- HR audits, compliance reviews and action plans.
- Employment record-keeping, case controls and documentation.
- Updates to reflect changing employment legislation.

Day-to-day HR advice

I offer practical support to owners, directors and line managers.

- Confidential advice on everyday people queries.
- Decision support for absence, conduct and performance.
- Manager coaching and case-by-case guidance.
- Letters, templates and policy interpretation.
- Employee communications and change announcements.
- Regular HR reviews and follow-up actions.

HR projects & improvement

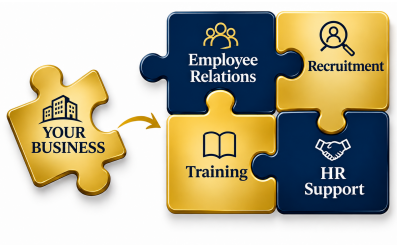
I can design, strengthen and implement your people processes.

- HR function reviews and process improvement.
- Recruitment, induction and probation frameworks.
- HR systems, reporting practices and data quality.
- People risk and compliance audits.
- Governance arrangements and management toolkits.

Retained support

I can act as a consistent source of HR expertise as your needs evolve.

- Agreed access to an experienced HR professional.
- Planned check-ins and priority-setting.
- An agreed mix of reactive advice and proactive improvements.
- Flexible, clearly scoped arrangements to suit your size.
- Additional projects agreed separately where required.



HR STRATEGY / TRANSFORMATION

People strategy that supports business performance.

Good HR is not only about managing risk. I help businesses connect people decisions with productivity, growth, leadership capability and long-term workforce health.

Workforce planning & organisation design

I help you make informed decisions about workforce needs and structure.

- Headcount planning and future capability requirements.
- Succession planning and critical-role cover.
- Organisational structure and role clarity.
- Restructures, consultation and change communication.
- Mergers, acquisitions and people integration support.

Culture, engagement & retention

I work with you to strengthen the everyday employee experience.

- Employee engagement and feedback approaches.
- Wellbeing, inclusion and fair people practices.
- Retention risks, turnover themes and exit insights.
- Performance management and accountability frameworks.
- Leadership behaviours and manager capability.

Workforce data & insight

I turn HR information into practical decisions rather than reports that sit unused.

- Absence and attendance trends.
- Turnover, attrition and retention analysis.
- Recruitment performance and cost-per-hire reporting.
- People metrics and dashboards for leadership teams.
- Action plans based on workforce evidence.

Governance & regulated settings

I bring experience of environments where controls and accountability matter.

- HR policies and audit-ready workforce records.
- Safer recruitment processes and pre-employment controls.
- People risk reviews and governance frameworks.
- Manager accountability and role-specific responsibilities.
- Preparation for internal audits and workforce assurance.

WHAT CHANGES Your people priorities become measurable, managers gain clarity and HR contributes more

03 / PERMANENT RECRUITMENT

Recruit with purpose. Appoint with confidence.

I provide a considered, end-to-end permanent recruitment service, combining commercial understanding with structured selection and a strong focus on the right long-term fit.

01 / Understand

I learn about your business, the vacancy, your priorities and what success should look like.

02 / Find & assess

I attract, engage and assess candidates against a clear, consistent brief.

03 / Appoint & settle

I coordinate the selection journey and help you build a positive start.

Planning & candidate attraction

I start with a clear hiring plan rather than simply posting an advert.

- Vacancy briefings and recruitment strategy.
- Job descriptions and person specifications.
- Salary and market positioning discussion.
- Compelling and inclusive vacancy advertising.
- Candidate search, attraction and initial engagement.

Assessment & selection

I help you identify suitability, not just a polished CV.

- Application screening and structured shortlists.
- Skills, experience and role-fit assessment.
- Interview planning and coordination.
- Interview guidance and evidence-based selection.
- Clear candidate and hiring-manager communication.

Offer, checks & onboarding

I help keep momentum through to a successful start.

- Offer-stage communication and negotiation support.
- Reference and pre-employment check coordination.
- Right-to-work process guidance for employers.
- Onboarding and probation framework support.
- Early retention and hiring feedback.

Why my HR background matters

Recruitment works best when hiring decisions align with the wider people strategy.

- I understand how managers assess capability.
- I consider team dynamics and organisational culture.
- I can connect recruitment with workforce planning.
- I understand compliance and safer recruitment principles.
- I help you think beyond the immediate vacancy.

SERVICE SCOPE Permanent recruitment only. Assignments, commercial terms and any replacement/rebate conditions are agreed in advance.

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04 / MANAGEMENT TRAINING

Confident managers. Better conversations.

I design practical development that helps managers tackle real situations, apply fair processes and improve team performance. Sessions can combine examples, discussion, exercises and usable manager toolkits.

Employment law & manager responsibilities
Understand core duties, workplace fairness, reasonable adjustments and when to escalate issues.

Disciplinary & grievance handling
Learn how to prepare, investigate, conduct meetings, document decisions and manage appeals.

Workplace investigations
Develop questioning, evidence-gathering, confidentiality and report-writing skills.

Absence, health & wellbeing
Handle attendance conversations, return-to-work discussions and long-term absence support.

Performance, capability & probation
Set clear standards, give feedback, build improvement plans and manage formal processes.

Difficult conversations & conflict
Approach sensitive discussions, manage disagreement and communicate expectations clearly.

Recruitment & interviewing
Use structured interviews, fair selection criteria and evidence-led decisions.

Leadership & everyday people management
Build confidence in coaching, accountability, engagement, communication and team development.

What your managers take away

- Practical frameworks for handling everyday issues consistently and confidently.
- Greater understanding of when to act, document, involve HR or seek specialist advice.
- Useful templates, checklists and suggested conversation structures.
- More effective feedback, stronger accountability and better employee experiences.

DELIVERY Tailored group workshops, focused one-to-one coaching or management development programmes; online or in person by agreement.

THE PERSON BEHIND THE BUSINESS

Experience you can put to work.

I bring over 25 years of hands-on HR experience, Chartered CIPD membership and the perspective that comes from leading people functions, advising senior decision-makers and personally managing complex HR challenges.

Strategic thinking, operational delivery

I see both the bigger business picture and the details that make an HR process work.

- Partnering directly with directors and senior leaders.
- Translating business objectives into practical people plans.
- Leading HR operations and multidisciplinary people teams.
- Balancing commercial outcomes with lawful, fair treatment.

Depth in employee relations

I am comfortable dealing with sensitive, difficult and time-critical matters.

- Handling disciplinary, grievance, capability and absence cases.
- Supporting consultation, redundancy and TUPE processes.
- Working through settlement discussions and ACAS processes.
- Preparing accurate documentation and coaching decision-makers.

Recruitment, leadership & development

I connect hiring decisions with capability and longer-term retention.

- Leading recruitment activity and recruitment teams.
- Developing induction, probation and selection frameworks.
- Building management training and coaching programmes.
- Strengthening succession, workforce planning and engagement.

Insight, governance & improvement

I can move beyond immediate issues to make HR more effective over time.

- Producing workforce insight for boards and executive teams.
- Designing policies, governance controls and audit frameworks.
- Improving people processes and HR management information.
- Supporting compliance across multi-site and regulated settings.

YOUR ADVANTAGE You receive personal support from someone who has been accountable for HR delivery—not just advising from the sidelines.

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EXPERIENCE IN ACTION

Practical achievements. Tangible value.

Throughout my career I have delivered initiatives that brought greater clarity, consistency and confidence to people management. Here are examples of how that experience can benefit your business.

Stronger HR foundations

What I have done: I have developed and implemented employment policies, contracts, handbooks, probation frameworks and governance processes.

What that means for you: I can help you create clear, consistent HR foundations that managers can actually use.

Better management capability

What I have done: I have designed and delivered programmes covering disciplinary and grievance processes, investigations, absence, performance and leadership.

What that means for you: I can help managers handle issues earlier, ask better questions and follow fairer processes.

More informed workforce decisions

What I have done: I have produced executive-level HR reporting and introduced people analytics dashboards covering absence, turnover, recruitment and workforce trends.

What that means for you: I can give you clearer workforce information and help convert it into action.

Improved recruitment processes

What I have done: I have led recruitment functions, strengthened selection and pre-employment checking, and improved recruitment frameworks.

What that means for you: I can support more structured, consistent hiring and a stronger candidate experience.

Confidence through change

What I have done: I have supported restructures, redundancy consultation, TUPE, organisational redesign and business integration.

What that means for you: I can help plan people change with more clarity, control and consideration.

Stronger governance & assurance

What I have done: I have developed workforce audit programmes, safer recruitment systems and compliance controls in regulated settings.

What that means for you: I can help you review people risks, strengthen records and improve audit readiness.

My approach is always tailored.

I do not claim that every business needs the same processes or level of support. I listen, assess the priorities, recommend realistic actions and help you put the right pieces in place.

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MORE WAYS I CAN HELP

Support across the employee lifecycle.

People challenges rarely fit neatly into one category. I can draw on a broad generalist background to provide joined-up advice across related issues, projects and stages of business growth.

Employment contracts & policies

- Drafting and reviewing employment documents.
- Handbooks, manager guides and process templates.

People risk & compliance

- HR audits and governance action plans.
- Consistency checks and procedural improvements.

Employee engagement & retention

- Engagement themes, culture and feedback.
- Turnover analysis and retention improvement plans.

Wellbeing & inclusion

- Attendance and wellbeing frameworks.
- Inclusive practice and adjustment discussions.

TUPE & organisational change

- Consultation planning and documentation.
- Business integration and transition support.

Performance & succession

- Appraisal and performance frameworks.
- Talent planning and manager development.

HR systems & reporting

- HR data quality and management information.
- People dashboards and workforce metrics.

Regulated-sector workforce practice

- Safer recruitment and record controls.
- People governance and audit preparedness.

A CONNECTED SERVICE Where a project combines recruitment, employee relations, policies or training, I can help coordinate the people aspects rather than treating each issue in isolation.

WORKING TOGETHER

Flexible support without unnecessary complexity.

You may need an experienced second opinion on one employee matter or a trusted adviser to support the whole business. I offer different ways of working so the arrangement is proportionate to your needs.

One-off advice 01

Focused help with a specific question, case or decision.

- Initial discussion and issue assessment.
- Clear advice on practical next steps.
- Agreed deliverables and cost.

Defined projects 02

Hands-on support for a planned piece of work.

- Investigations, restructures or policy reviews.
- Training, audits and HR improvement.
- Clear scope, milestones and outputs.

Ongoing retainer 03

A consistent HR partner for everyday needs.

- Agreed access and scheduled check-ins.
- Proactive improvement and reactive support.
- Regular review of priorities and scope.

> "I want you to feel confident that your people decisions are fair, practical and right for your business."

1 / Let's talk

I listen to your challenge, what you want to achieve and the pressures you are facing.

2 / Agree the approach

I set out the proposed scope, responsibilities, timeframe and fees before work starts.

3 / Put it into action

I deliver the agreed support and keep you informed with practical next steps.

Who I work with

- Owner-managed businesses and growing SMEs without a dedicated HR team.
- Organisations seeking additional capacity or independent expertise for their existing HR function.
- Leadership teams needing support with change, recruitment, people risk or manager development.
- Multi-site and regulated organisations looking for practical HR governance and consistency.

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People Solutions, Piece by Piece.

Let's put the right people solutions in place.

Whether you're facing a complex employee issue, hiring for a key role or building stronger people practices, I'd welcome a conversation about how I can support your business.

CONTACT ME DIRECTLY

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