

CASE STUDY | OUTSOURCED HR & OPERATIONS

From 'we've always done it this way' to HR that could scale

How an owner-led business replaced informal habits with practical HR, stronger management and smoother operations.

Growth hadn't broken the business. It had simply exposed all the decisions, documents and processes that had previously lived in the owner's head.

AT A GLANCE

THE CHALLENGE

A successful business had outgrown informal contracts, inconsistent processes and owner-dependent decisions.

OUR RESPONSE

A practical HR and operations audit followed by tailored documents, manager training and retained support.

THE OUTCOME

Clear expectations, confident managers and a scalable operating rhythm that worked in the real world.

The situation

The business had grown through energy, good relationships and a strong service ethic. Its people practices hadn't grown at the same pace. Contracts differed, the handbook was generic, onboarding depended on who happened to be available and managers routinely escalated ordinary decisions to the owner.

Absence, probation, performance and conduct issues were being dealt with, but not always consistently or early enough. Operationally, responsibilities between recruitment, payroll, customer delivery, invoicing and credit control weren't always joined up. Nothing was catastrophically wrong; there were simply too many small gaps capable of becoming expensive ones.

What was holding the business back

- Employment documents described a version of the business that no longer matched day-to-day practice.
- Managers lacked confidence in difficult conversations, so minor issues were allowed to drift.
- Onboarding, payroll changes, holiday, absence and leaver administration relied on memory and duplicated effort.
- Roles and hand-offs across people, service delivery, invoicing and debt escalation weren't always clear.
- The business needed to be ready for recruitment, role changes, restructuring or acquisition without rebuilding HR from scratch each time.

What HR Support Group did

Audited the business people actually worked in

We reviewed contracts, working arrangements, holiday, benefits, pay links, absence, performance, record keeping and manager practice. The audit tested real behaviour, not just whether a document existed.

Built documents managers would use

We created tailored contracts, a clear handbook, core policies, letters, forms and onboarding and offboarding tools. The language was direct, proportionate and matched the way the business wanted to treat people.

Made managers capable

Practical training covered probation, attendance, performance, conduct, grievance, reasonable adjustments and difficult conversations. Managers learned what they could handle, what to document and when to call for support.

Connected HR to operations and cash

We clarified role ownership, recruitment approvals, payroll changes and the customer-to-cash workflow. Invoicing, aged debt and credit-control escalation were given clearer triggers, owners and management information.

Stayed alongside the business

Retained and ad-hoc support provided day-to-day advice, mediation, recruitment input and senior judgement when roles or structures changed. The same foundations could support consultation, redundancy, TUPE planning or wider operational change when required.

The difference

The business gained an HR function without adding a full-time overhead - and an operational partner who understood that people decisions and commercial performance are connected.

- Contracts, policies and real working practices finally said the same thing.
- Managers addressed problems earlier and with greater consistency.
- The owner recovered time previously lost to routine questions and avoidable escalation.
- Onboarding, absence, payroll changes and exits followed simple, repeatable workflows.
- Operational ownership and credit-control escalation became clearer and easier to monitor.
- The business had a credible platform for growth, restructuring and future workforce change.

Services brought together

HR foundations	HR audit; contracts; handbook; policies; letters and forms; compliance calendar
Day-to-day people	Retained HR; recruitment; onboarding; probation; absence; performance; employee relations
Change & capability	Manager training; mediation; role design; restructuring; redundancy; TUPE planning
Operations & finance	Process mapping; responsibilities; systems; management information; invoicing and credit control

HR should make the business easier to run.

We build the documents, management habits and operating processes that protect the business without slowing it down.

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Confidentiality note: This case study is based on real HRSG assignment themes. Identifying details, sequence and certain non-material features have been changed or combined to protect confidentiality.