

## Consultant profile – Sandra Ellington

### Overview



Sandra is a Chartered Member of the CIPD with over 27 years' experience in the field of HR, initially within the hospitality sector and then spanning the service sector as a freelance HR consultant and executive coach.

She has extensive experience in providing HR training, consultancy, coaching and mentoring to a variety of business types including retail, security services, leisure, health care, hospitality, transport and utility services. Sandra works with business owners, chief executives, HR managers, operations managers and line managers.

### Key areas of expertise

Advice and support on:

- Generalist HR support for SMEs
- HR function review
- HR toolkits
- Policy drafting, consultation and implementation
- Talent management across the entire employee life cycle
- Absence management
- Performance management
- Employee relations
- HR coaching and mentoring
- HR advice and support
- Executive and senior level coaching

### Career highlights

Prior to launching her own consultancy business in 2002, Sandra was Group HR Manager for Swallow Hotel Group as it transitioned through the final stages to Whitbread ownership. The role involved providing on-going HR support and advice to the final 13 General Managers and their HR Managers. HR audit reviews were conducted on a regular basis in each hotel to ascertain ongoing standards and identify strategic and operational priorities through the transition. She also had extensive involvement in team development across this division within the company, working directly as a hands-on specialist trainer as required.

Previous roles as HR & Training Manager saw her involvement with Graduate Management Assessment Centres, development of senior team across the estate within the Talent Development framework, HR Auditing and mentoring through a seconded group role, budgeting and management of payroll, uniform and learning and development as well as all day-to-day operational HR management responsibilities.

As an HR consultant, Sandra provides bespoke support based on each individual client's specific requirements. This has included: full implementation and development of the HR function; on- and off-



site support; developing, revising and implementing HR policies and procedures; auditing of HR activities to ensure compliance; delivering learning and development sessions for specific HR topics; and on-going coaching and mentoring for HR and line managers to support career and wellbeing in the workplace by working in partnership with individuals and organisations, to help them to realise their full potential.

## Testimonials

'Sandra has been helping the SSAIB on a consultancy basis since 2019 when our company needed extra HR support. She has ensured that SSAIB navigates the ever-changing legislative and regulatory HR landscape as well as ensuring that relevant and new policies are put in place to support our staff. Sandra is, even though an external consultant, one of my staff who I can rely on, ever helpful and able to give advice on many complex HR issues. She is extremely knowledgeable and understands the pressures senior managers face on a day-to-day basis when dealing with staff. She was a fantastic help during the Covid pandemic to ensure that all staff were supported in that difficult time. I fully recommend Sandra to any firm needing help with their HR issues.'

*Alex Carmichael, Chief Executive, SSAIB*

'We worked with Sandra to establish an HR function within our hospitality business. She carried out an initial audit and reported back to us where we benchmarked against both employment legislation and best practice criterion. A tailored action plan was implemented with Sandra providing support and guidance monthly, in addition to long-term coaching and mentoring to our on-site HR controller. Sandra's knowledge of the industry as well as being an HR Specialist made her the ideal choice for us. I absolutely recommend working with Sandra – she relates to people across the business with a friendly and professional approach which is appreciated by all.'

*Trevor Hastie, Director, Sharpness Point*

## Qualifications, training and professional memberships

- Chartered Member of the Chartered Institute of Personnel and Development (MCIPD)
- Post-Graduate Diploma in Personnel Management
- ILM Level 7 Certificate in Executive and Senior Level Coaching and Mentoring
- Team Management Profile, TMSDI Accreditation