









Making a Difference: Specialist Employment Investigations and Mediations

MARILYN SMYTH - THELMA SNOW - JO WINTER - TERRY BALDWIN Specialist Employee Relations & Dispute Resolution Consultants

MS: CHARTERED FELLOW CIPD: FINSTLM: MISM: FILAM:

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MARILYN.MAD@outlook.com: Thelma.MAD@outlook.com: JoW.MAD@outlook.com: TerryB.MAD@outlook.com

Personal Profile Marilyn:

Marilyn has ten years' experience of strategic and high-level human resources management, before becoming a specialist consultant. She is a consultant to a variety of over 50 Councils, Central Government Office, NHS Trusts, small and large businesses, and national charities. She is a Chartered Fellow of the CIPD.

Marilyn is an established and applied consultant for over 23 years, who is a specialist employment and complaint investigator; having conducted over 470 investigations covering the full variety of employment issues e.g. whistleblowing, safeguarding, grievance, discipline, bullying & harassment, and all forms of discrimination, as well as public and Member complaints. All of these cases included report writing and presenting the cases at hearings (where a hearing developed as a result).

Marilyn is a qualified mediator and was a practising tribunal member for 12 years, and is therefore always fully up-to-date with current employment legislation, and is trained to the highest level by the Judiciary. Marilyn was the HR and Safeguarding Governor for Passmores Academy Trust.

Marilyn's clients particularly respect her ability to forge relationships with internal colleagues. She has a particular forte for the design of policy and procedure.

Marilyn is highly enthusiastic and has excellent interpersonal skills.

Personal Profile Thelma:

Thelma is an experienced investigator and mediator who brings a flexible approach, and high-level relationship skills to situations.

Thelma has gained a wide knowledge of managing employment issues including, recruitment, grievance, discipline, dispute resolution and complaint management.

Thelma has extensive human resource management experience gained over 30 years, with a proven track record of managing and developing teams to provide excellent internal and external client relationships.

As a qualified mediator, Thelma's clients respect her ability to quickly establish relationships with internal colleagues to achieve confidence in the process.

Employment History Marilyn:

Employment History Thelma:

MANAGING DIRECTOR (ER CONSULTANCY)
MAKING A DIFFERENCE

AUGUST 2003 TO DATE

HEAD OF ORGANISATIONAL DEVELOPMENT CHILDREN'S SERVICES

JULY 1996 TO 31ST JULY 2003 LONDON BOROUGH OF WALTHAM FOREST

BRANCH & PERSONNEL MANAGER

JULY 1982 TO JUNE 1996 JOHN CRILLEY & SON

LEGAL ACCOUNTANT/
ASSISTANT OFFICE & PERSONNEL MANAGER
JULY 1970 TO MAY 1982

HENRY BOUSTRED & SONS - SOLICITORS

DISPUTE RESOLUTION CONSULTANT
MAKING A DIFFERENCE
AUGUST 2017 TO DATE

BRAKES GROUP – HEAD OF DEPARTMENT 1996 TO 2017

As a Departmental Head for the Brakes Group, Thelma has covered the full range of human resource management functions; this includes training and development, appraisals, discipline and grievance issues, absence reviews, recruitment, induction, staff management of over 50 staff., restructures, project management, redeployment, relationship management, staff well-being and guidance, in addition to the usual budgetary and client management responsibilities of a departmental head.

Appointments Marilyn:

MINISTRY OF JUSTICE

(2005 TO 2019)

EAST LONDON CIPD

PASSMORES ACADEMY

(2012 TO 2020)

Wing Member of Employment Tribunals

Vice Chair

Secondary School Governor (HR Specialist)

Personal Profile Jo:

Jo is a highly experienced HR professional, investigator and consultant, with a proven background in employee relations, dispute resolution, and conflict management across both public and private sectors. Her experience spans over five years, including leadership roles in education, fine art, and consultancy.

Jo has led and advised on a wide range of employment issues including disciplinary matters, grievance resolution, capability, ill health dismissal, and employment tribunals. She is a skilled investigator regularly conducting or overseeing complex and sensitive cases, always ensuring policy compliance and fairness. Jo has experience advising boards and senior leaders on HR policy, and strategic people planning.

She builds excellent relationships with stakeholders at all levels. She is CIPD qualified and continues to deliver tailored, effective HR solutions that support strong working relationships and positive outcomes.

Personal Profile Terry:

Terry has many years' experience of strategic and high-level human resources management, including operating at Board level and the most senior HR person within the organisation. Terry also has experience of managing Organisational Development projects and line managing OD staff, developing new behavioural models, linked to changing culture within the organisation.

Terry has extensive human resource management experience, with 25 years at a senior level, with a proven track record of managing and developing teams to provide excellent internal and external client relationships, including the supply of HR services to external fee paying organisations.

Terry has gained a wide knowledge of managing employment issues at senior levels, including, recruitment, grievance, discipline, dispute resolution and complaint management.

Terry is highly enthusiastic, has a positive, 'can do' attitude and builds excellent working relationships with clients.

Employment History Jo:

Employment History Terry:

ASSOCIATE CONSULTANT MAKING A DIFFERENCE

JUNE 2023- PRESENT

HR MANAGER

DECEMBER 2023- PRESENT SWORDERS FINE ART AUCTIONEERS

GROUP HR MANAGER- EMPLOYEE RELATIONS

JANUARY 2020- DECEMBER 2023 EASTER EDUCATION GROUP

HR AND PAYROLL MANAGER

DECEMBER 2018- JANUARY 2020 SCHOOLS CHOICE

APPOINTMENTS

ACTING CHAIR OF GOVERNORS
2023 WESTBOURNE SCHOOL ATT TRUST

COMMUNITY GOVERNOR

2018-2023

ASSOCIATE CONSULTANT

MAKING A DIFFERENCE AUGUST 2023 TO DATE

HEAD OF HR, PAYROLL AND OD

WATFORD BOROUGH COUNCIL MARCH 2018 TO 31 JULY 2022

HEAD OF HR AND OD

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD APRIL 2013 TO MARCH 2018

HEAD OF HR, PAYROLL AND OD

WATFORD BOROUGH COUNCIL MAY 2009 TO APRIL 2013

UK HEAD OF HR

HSBC NOVEMBER 2005 TO JANUARY 2009

HR DIRECTOR

Chase de Vere Financial Solutions MAY 2003 TO MARCH 2005

Experience – Investigations in the recent past

- Director of Legal Bullying & Harassment
- Failure to reveal a pecuniary interest
- Race, Age and Sex Discrimination
- Public complaint Failure to approve an EHCP and SEN provision
- Teacher cheating in SATS
- Headteacher Collective bullying grievances (14 staff complaint)
- Planning Department: Failure to follow due process
- Teacher Two cases of sending sexually explicit photographs to colleagues
- Falsely completing job application and pension forms
- Breach of the Flexible Working Policy
- ICT Mis-use Children's Services
- Grievance against manager Bullying & Harassment
- Grievance Unfair selection for redundancy
- Disciplinary Financial irregularities
- Disciplinary failure to reveal SOVA info Safeguarding and Sexual Harassment
- Disciplinary Gross Misconduct. Threatening to stab his manager
- · Grievance against Headteacher Bullying
- Grievance Homophobic Discrimination Children's Services
- Breach of ICT Policy (hacking into manager's email account and sending false emails)
- Disciplinary Safeguarding of a vulnerable adult
- Misconduct Breach of Working Time Directive (Social Worker)
- Illegal Eviction Housing (Manager)
- Gross Misconduct Breach Code of Conduct and Employment Contract
- · Misconduct: Failure to report sickness according to procedure
- Gross Misconduct Use of racist comments Discrimination
- Gross Misconduct Abuse of position for financial gain
- Gross Misconduct Failure to safeguard 2 children non completion of S.47 notices
- Member Breach of the Constitution and Regulations (Finance & Resources Committee)
- Fraudulently providing a reference
- Grievance: Failure to make reasonable adjustments for a blind employee
- Discipline: Serious safeguarding issue running alongside the police investigation
- Discipline of a Headteacher Maladministration of SATS and bullying and victimisation
- Gross Misconduct Sexual abuse by a caretaker on a resident resulting in her suicide
- Member interfering in employee matter causing a breach in the Protocol for Member/
 Employee relations and the Code of Conduct