



Job title	HR Director
Company	Balfour Beatty
Number of employees	36,000
Industry sector	Infrastructure
Region	UK
Company profile	Balfour Beatty plc is a multinational infrastructure group with capabilities in construction services, support services and infrastructure investments. Balfour Beatty works for customers principally in the UK and the US, with developing businesses in Australia, Canada, the Middle East and South East Asia. Balfour Beatty is the largest construction contractor in the UK

Top business challenges

CHALLENGE 1

LEADERSHIP DEVELOPMENT

Why is this a key challenge at this time?

The biggest challenge for me typically stems from companies we acquire that are managed by the owners, and the management team remain in place so we have to balance the idea of a group and working together collectively with individual country results. Now we have more acquisitions all over the world, and these challenges are escalating.

CHALLENGE 2

BENEFITS AND REWARDS

Why is this a key challenge at this time?

We are now focusing more on the softer side of reward. We implemented a new career and benefits programme last year. The main focus is now performance management and recognition. We want to implement a recognition programme linked to behaviours and values – anyone can nominate anybody for a recognition reward. A lot of things with HR, and struggle with, although I know it is the right thing to do it is about getting the business to buy in. The board says recognition improves engagement, but what does engagement give me? So we also need to tie this in with metrics related to business performance. I think my business has great opportunities with soft rewards when it comes to the millennials. Let's say gamification was used to provide £300 towards gym membership, and then because you have reached level 2 and they will increase the amount to £400. This could be cost effective if we get more from the employee.

CHALLENGE 3

LEADERSHIP DEVELOPMENT

Why is this a key challenge at this time?

My big challenge is keeping us agile as an organization and helping our senior people cope with the new environment they find themselves in. In past 12 months I have seen 2 leader people leave because of the stress of the role. Our environment is volatile and so to ensure success longer term we need to help our people cope with that better, or from a recruitment point of view check the ability to be resistant. Our senior leaders are now faced with apprentices who think differently. Attuning them with those people that have aspiring capability is tough.

Personal budget

£1,500,000 - £4,999,999

Budgetary influence

Above £5,000,000