



# Cardinal Talent

## Talent Newsletter March '09



Spring is certainly in the air and as the winter gloom is dispelled by lighter skies and sunshine, the spirits uplift, helping us to recharge our batteries! What a welcome relief, especially as there now seems to be a little more activity in the recruitment market place. In the last two weeks of this month, candidates are reporting interview activity and some are achieving several meetings, all of which helps to boost self-confidence.

These little green shoots seemed to take a bit of a battering this week with the announcement of the inflation figures. With my operations management background, I wondered how it could be that the inflation indices were such a surprise to the pundits?

Are these not KPIs by another name? I started to wonder whether those involved in managing operations would tolerate such unpredictability in the system? Why is such unpredictability present and would the equivalent of derivatives have been allowed to exist in a manufacturing business?

The toxicity of this phenomena seems to be immeasurable and we have no idea how long the repercussions will stay in the system. Surely the necessity to move on from our current circumstances will drive the solutions and something as yet undreamed of will emerge, as the buds do in spring-time?

So whether you're desperate to get out doors and paint your fence or your garden's ready for this year's best kept award and you crave the work routine once more, we wish you health and enjoyment and a Happy Easter.

Our website [www.cardinaltalent.com](http://www.cardinaltalent.com) is designed to be a resource for both candidates and clients, so..

**Candidates:** do keep an eye on our website for new job opportunities and..

**Clients:** if you are looking to strengthen your organisation and are interested in any of March's profiles or any on our website from previous months, please note the reference and call me on +44(0)1484 687 587 or +44(0)7831 476818, or drop me a line to [mel@cardinaltalent.com](mailto:mel@cardinaltalent.com)

Best wishes

**Cardinal Talent Ltd**

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## Talent roundup

An **enthusiastic** and **dedicated professional** with extensive experience across all areas of manufacturing management, using TPM, Lean Manufacturing, 5s, Kaizen, Smed, Health Safety and other productivity/performance improvement initiatives. A pragmatic leader capable of developing and motivating others to achieve targets with a strong ability to manage projects from conception through to successful completion. A proactive individual with a logical approach to challenges, performing effectively within a highly pressurised working environment. Educated in Mechanical Engineering and Project Management with excellent communication skills.

**Ref: EDP0309**

A **natural leader** skilled in the implementation of world class manufacturing techniques with a proven track record of bringing about measurable performance improvement in a manufacturing environment. An outstanding performer with energy, drive, adaptability, creativity, problem solving and decision making capabilities able to initiate and influence strategic change. Degree educated in Metallurgy and Engineering with post graduate qualification in manufacturing management, this candidate takes a pragmatic and hands-on approach.

**Ref: NL0309**

A **highly experienced**, self-motivated and **knowledgeable manager**, focused on quality and results, confident and professional in approach and possessing a positive and flexible attitude. Educated to degree and postgraduate level this candidate is an excellent communicator and an approachable team player who is committed to achieving success through a

## Ageism

Some weeks ago a candidate asked me if I thought they were having more difficulty finding a suitable role because of their age. Naturally, I asked what had prompted these thoughts and they replied that finding a role seemed harder than usual.

The state of the economy is no doubt having an effect as are many other factors, so it's hard unless you have direct access to evidence to tell whether you have been discriminated against as a result of your age.

Since October 2006, it has been against the law to discriminate against people in employment, training or adult education on the basis of their age. As a recruiter, I cannot include age limits in job adverts, and must avoid descriptions which might suggest a client is looking for applicants from a particular age group. So however much a client desires a 'young, enthusiastic' person, I cannot represent or execute that wish because the wording constitutes evidence of age discrimination.

I have a duty under the law not to discriminate against candidates because of their age and cannot deny access to our services, or to particular roles because of age unless they can justify this or it is covered by an exception. If a client has a role with a genuine occupational requirement for a particular age, I can only rely on this statement as long as it is reasonable to do so. The burden of proof in such cases lies with the prospective employer.

Employers, however, can still ask for your date of birth. On its own this does not indicate age discrimination, but it could be used as evidence to suggest discrimination, if you were not successful in securing the role and you believe this is because of your age.

A good practise tip for employers is to remove the date of birth request from the application form asking instead for this on a separate equal opportunities monitoring form. The information can then be held separately and not seen by the interviewer.

Sadly there are exemptions under the law beyond the age of 65 which means you have no protection against age discrimination when applying for jobs. An employer will be able to refuse to consider a candidate for a job over this age, without having to justify it, and there is no way of appealing against the decision.

pragmatic and personable approach.  
Ref: HEKM0309

An intelligent, innovative and successful leader with experience of public sector project, programme and service management. An effective communicator at all levels and across professional and organisational boundaries. A pragmatist capable of building teams and driving change. Educated to postgraduate level, this candidate is an experienced professional with the ability to develop and build on ideas.

Ref: IISI0309

**In next month's issue:**

April's **Talent roundup**



**Mel Armstrong** is a coach & recruiter of business leaders. A degree qualified metallurgist and Chartered Engineer, with a post graduate Fellowship in Manufacturing Management, her main areas of interest are developing self awareness in business leaders and manufacturing and business improvement. She works closely with a number of private clients providing business support through recruitment, transition coaching, outplacement, psychometric assessment and career development.

**Short term, high impact interventions from experienced professionals – without the financial outlay!**

**Are you interested or know of anyone who may be?**

Then please don't hesitate to contact me on  
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Or drop me a line to  
[mel@cardinaltalent.com](mailto:mel@cardinaltalent.com)