



---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## EMPLOYMENT REPORTS

HJS Personnel Services has been involved in the preparation of employment reports for litigation since 1989. Reports are prepared to evaluate the employment and earnings prospects of Claimants seeking compensation for loss of earnings and:

- are prepared in accordance with Part 35 of the CPR to evaluate the employment and earnings prospects of Claimants seeking compensation for loss of earnings;
- can take the form of a full, detailed report, or a short report targeting specific issues;
- are based on individual research and produced to meet the specific requirements of the case.

Our team of experienced consultants undertakes assignments on behalf of both Claimants and Defendants, and on joint instructions. As a team we have knowledge and experience of many occupations and industries. We have experience of mediation and industrial tribunals.

## PATHWAY TO WORK - EMPLOYMENT REHABILITATION

We provide information and advice on rehabilitation and retraining options for individuals to facilitate their return to the labour market. Our Pathway to Work programme encourages and assists in a proactive return to training and work and involves an evaluation of skills and experience and identification of the support and assistance available. Details are available from the 'Pathway to Work' pages of our website.



**HJS PERSONNEL SERVICES**  
1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA  
Tel: 01295 690 990  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com) [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)



HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE



# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

## Jan Walters

**BA (Hons) Business Studies**  
**Post Graduate Diploma Personnel Management**  
**Post Graduate Diploma Vocational Rehabilitation**  
**Chartered Member of the Chartered Institute of Personnel and Development**  
**Member of the Vocational Rehabilitation Association (VRA)**  
**Member of the Expert Witness Institute (MEWI)**  
**UK Register of Expert Witnesses**  
**APIL Expert**  
**CUBS Civil Expert Certificate**

Jan is the director of HJS Personnel Services and has been involved in all aspects of the preparation of employment and vocational rehabilitation reports since 1994. She has evaluated the employment and earnings prospects of individuals with a range of disabilities, including those resulting from catastrophic spinal and brain injuries. She has also prepared reports for employment tribunals and divorce disputes. Jan has extensive experience as a Single Joint Expert, has been involved in mediation and given evidence in Court on numerous occasions. She has completed ongoing training as an expert Witness, most recently the Cardiff University Bond Solon (CUBS) Civil Expert Certificate.

Jan has built up a wealth of knowledge and expertise in a broad range of employment areas and in particular has experience of construction, engineering, sales and marketing, IT, HR, young people, the Armed Forces and other public services.

Jan spent the early part of her career with Marks & Spencer Plc in commercial management, gaining experience in the areas of personnel and general management. She spent four years as a recruitment consultant undertaking assignments across a broad range of industry sectors. Recruitment projects were conducted at all levels from administration to senior management. Jan has experience of the construction industry in an accounting and administrative function, working for her father's housebuilding firm and has connections with the construction and engineering sectors.

Jan undertakes vocational rehabilitation and has advised individuals from a broad range of backgrounds. She has assisted and supported them in a return to work through skills acquisition and improving confidence.

Jan is a Chartered Member of the Chartered Institute of Personnel and Development (CIPD). Her research project studied the effects of the employment provisions of the Disability Discrimination Act 1995. As part of her continuing professional development she has been trained in courtroom skills, in the responsibilities of a Single Joint Expert and has completed the CUBS Civil Expert Certificate. In addition, Jan regularly attends seminars and conferences relating to vocational rehabilitation and her work as an Expert Witness.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)



---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## **James Bolton Major (Retired)**

After commissioning from the Royal Military Academy Sandhurst in 1994, James served for 16 years as an Infantry officer with The RIFLES, formerly the Light Infantry. During this time he served in Northern Ireland, Sierra Leone, Cyprus and Iraq. Most of his career was in the training and operations environment, where he held various command and staff appointments. James attended the Intermediate Command and Staff Course at the Defence Academy of the United Kingdom. He left as a Major at the end of 2010.

James then used his military experience and joined The List as an Associate Director. The List is a specialist ex-military recruitment organisation, conducting executive search and recruitment of former members of the Armed Forces at all levels of seniority and in all areas of the UK economy. As a result he has gained knowledge of the transferable skills and potential of servicemen and women when entering the civilian employment market.

James works as a consultant in the Defence and Security sector working in business continuity, emergency response and crisis management.

James also works as a liability expert witness in the defence arena.

James joined HJS Personnel Services in March 2013 and undertakes work as an employment expert in cases involving Armed Forces personnel



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE



---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## Luke Duckworth Lieutenant Colonel (Retired)

### **University of Westminster Diploma in German, fluent French**

Luke was a serving officer in the Royal Armoured Corps (RAC) of the Army for 35 years. He was stationed in Germany as part of the British Army of the Rhine during the Cold War. Luke saw service in Cyprus, UK and Northern Ireland during this period. He was responsible for the career management, welfare and reporting on his soldiers. He also participated on promotion boards, Boards of Inquiry and Courts Martial and subsequently became staff qualified.

His final tour at Regimental Duty was in the capacity of Regimental Second-in-Command, The Royal Dragoon Guards, responsible for the audit and management of the Regimental accounts. He was then selected as a French speaker to join the UK delegation to NATO HQ in Brussels in support of the UK Presidency of the Western European Union. Luke was responsible for managing working groups and sub-committees.

Luke returned to military training for two years taking up an appointment as an exchange officer with the US Army at Fort Knox. He was responsible for instruction and training of US Army officers before returning to the International Planning Cell at the Western European Union, Brussels, to develop procedures for cooperation between NATO and the EU / WEU. Luke then went to the German Armour School as the British Liaison Officer. His last appointment was at the NATO strategic headquarters, SHAPE as part of the team responsible for the collective training for military headquarters assigned to NATO.

Following his military service Luke qualified as a language teacher, joined the German Federal Office of Languages before returning to the UK and as a freelance tutor running courses for military and civilian personnel.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE



---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## **Stephen Dudley**

**BA (Hons) History**  
**MA History**

Stephen spent 27 years in the Royal Navy (RN) as a Supply and Secretariat officer. Whilst operational roles saw him serving all over the world at sea (as well as in Afghanistan) shore appointments had a very strong emphasis on personnel policy and casework both within the RN and Joint Services.

He had three appointments on the staff of the Chief of Naval Personnel where he worked on complex casework on administrative discharge, and complaints to the Admiralty Board, as well as being responsible for Maternity policy and Women's Royal Naval Service (WRNS) at sea as female personnel became fully integrated into the RN. A trained Equal Opportunities adviser, he has also prepared casework for the Service Complaints Ombudsman about Officer promotions and discrimination.

As Ratings Career Management Officer, he was responsible for running the promotion boards for ratings in every branch, for every rating from Leading Hand to Warrant Officer, ensuring all qualified candidates were presented to boards who had been properly briefed and carefully prepared to select candidates on merit alone with scrupulous fairness. He was also responsible variously through his career for officers' appraisal, and for the career aspirations, appraisal and mentoring of service personnel from all three services under his command.

He worked in MoD Whitehall in various roles for over ten years. Two were specialist personnel policy postings which saw him responsible for pay and allowance policy for all three services, as well staffing Employment Tribunal casework, and for supporting the Armed Forces Pay Review Body as they gathered independent evidence for their annual recommendations.

His final appointment saw him responsible for policy on Veterans Affairs, liaising with nearly 2,000 specialist Service charities, briefing ministers and acting as Secretary to the influential joint MoD and third sector Service Charity Partnership Board during the launch of the Armed Forces Covenant.

Since retiring he has worked as a consultant to the Department for International Development. In addition to his work for HJS he has a part-time role with the DSMA Committee providing independent confidential advice on national security matters to government departments and UK media. He is also a director of the family farming business.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE



---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## **Nigel Fenn - Colonel (Retired)**

Nigel graduated from the Joint Services' Defence Staff College, Greenwich in 1994 and retired from the British Army in 2011, having completed 36 years commissioned service with the Royal Engineers. On retirement he worked at an executive level with Network Rail UK and Network Rail Consulting in Australia.

Nigel's career has spanned all levels of command, culminating as the Commander of the UK's Explosive Ordnance Disposal assets as a full colonel, a command consisting of both regular and territorial army units of around 3000 personnel. These commands have required him to deal with officer, civil servant, and soldier personnel issues daily. He has spent two postings in the British Army's Personnel centre dealing with confidential reports, formal boards for soldiers and officers as well as appointment boards. He was an instructor at the Combined Arms Tactics centre at Warminster and the Royal Military Academy, Sandhurst. Nigel was also the Chief Instructor for the training of Royal Engineer young officers at Chatham, Kent.

Nigel's extensive military experience included overseas operational tours as an independent unit commander including Belize, Gibraltar, Falkland Islands and postings in Hong Kong, Germany, Canada and the Balkans. He also served with the Royal Engineers Commando Squadron with multiple winter deployments to Norway and a tour in Northern Ireland in 1981. He deployed as the Chief Engineer for the deployment of UK forces to Afghanistan in 2006 and as the UK's Defence Attaché to Serbia and Montenegro in 2008. Each of these postings and tours has required Nigel to successively resolve sensitive personnel and career issues for those civilians, soldiers and officers under his direct command.

Since leaving the British Army, Nigel has worked for Network Rail including two years as the Network Rail Project Director on the Crossrail programme for surface engineering enhancements in support of Crossrail Ltd, a team of 100+ project managers, engineers, and support staff. In 2018 he moved to Sydney, Australia with Network Rail Consulting as a Project Director to establish a programme team of fifty personnel to deliver a new signalling system on the Sydney Trains network.

He is based in the UK and undertakes consultancy work as an employment expert witness for HJS Personnel and remote advice on a rail project in Maryland USA for Network Rail Consulting.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)



---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## Henry Hailstone

**BA (Hons) Geography**

**Advanced Command and Staff Course**

**MBA**

**Affiliate Member of the Chartered Institute of Personnel and Development**

Henry is an experienced employment and earnings expert witness, who has successfully addressed many complex issues and produced detailed reports supporting Defendant and Claimant personal injury cases for Royal Navy, Royal Marines, Army, RAF and civilian personnel. He has a detailed and in-depth understanding of civilian and military career structures, a strong grasp of the military resettlement employment processes, coupled with wide-ranging knowledge of civilian employment opportunities. He has recently successfully completed the Cardiff University Bond Solon Civil Expert Certificate.

Henry graduated from Queen Mary College, University of London with a Geography degree in 1984 and joined the Royal Navy later that year. After training to be a Lynx Helicopter Observer, he spent the next 10 years flying in various parts of the world, seeing service during the 1<sup>st</sup> Gulf War and in the Adriatic Sea during the Bosnian Conflict. Graduating from the Army Staff Course in 1996, he spent 18 months in the MoD before going back to sea as the Second-in-Command of the Frigate HMS RICHMOND. The latter half of his Naval career was spent in military procurement, both in the MoD London and the Fleet HQ in Portsmouth.

During his military career he had direct responsibility for the careers of a plethora of military personnel from all three services. He has served on a number of panels, and been directly responsible for the selection and training of naval aircrew, junior officers and naval ratings. Whilst working in the MOD, he was responsible for producing a number of critical and time sensitive reports on the procurement of key equipment for the Armed forces.

After 21 years, Henry left the Navy and embarked on a commercial career firstly with QinetiQ Plc and latterly with SCS Ltd. In a varied existence, he worked initially as a systems engineering consultant and project manager, before settling down into the business development field working across the UK and internationally.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE





---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## **Sandra Hailstone**

**BA Hons: European Studies (French)  
Diploma in Managing Human Resources**

Sandra is an HR professional with nearly 30 years' experience working in a wide variety of HR roles for UK and international companies. She has an in-depth and detailed understanding of commercial employment working practices and has provided oversight and direction for investigations into complaints, grievances and employment claims (including employment tribunals).

Sandra graduated from Queen Mary, University of London, with a French degree. After graduation she worked for a small, start-up company, gaining experience in all commercial areas. After deciding to develop her career in HR, she has gained a wealth of experience and dealt with a wide range of complex issues including: Bullying, Discrimination, Misconduct, Harassment, Employment Tribunals, Recruitment, Redundancy, Performance Management, Salary Structures and Remuneration, Employee Engagement and Compliance.

Most recently, she has spent the last 10 years as an HR Director for a FTSE 100 company leading a multi-cultural team of HR Business Partners supporting senior leaders in a variety of functions (including IT, finance, buying, merchandising, legal and retail) in the UK and abroad. In particular Sandra provided oversight and direction for investigations into complaints, grievances and employment claims. She stays abreast of legal issues in relation to employment.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE





---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## **Suzanne Hale**

### **BA (Hons) 1<sup>st</sup> Class, Business Studies**

Suzanne served as an officer of the Royal Air Force, leaving in October 2015 after 19 years' service. Commissioned into the Logistics Branch Suzanne saw service globally in support of training activities and operations, notably within the USA and Canada, the Baltic region, Macedonia and the Middle East. During this time, she was responsible for the career management, welfare, personal development and discipline of up to 200 personnel at any one time. Suzanne then joined a tri-service International Planning Team within the Ministry of Defence, and was made responsible for the continuing development of logistics liaison with Georgian, Romanian, Czech and Polish Air Force counterparts, as well as broader liaison duties within the African Union and European Union HQs.

She was then selected for a tour at Air Command where she was appointed as a Career Manager to the Logistics and Personnel Branch Officer cadre, numbering 366 Flying Officers and Flight Lieutenants. This experience has given Suzanne an in-depth understanding of the process for the selection of personnel for promotion boards, career profiling and the identification and allocation of personnel to specific specialist roles and training courses. She also has significant experience in conducting formal interviews and giving appraisal debriefs across a number of disciplines.

Her final tour of duty was as an Air Force representative to NATO's Allied Rapid Reaction Corps in Gloucestershire where she became part of a multi-national, multi-skilled team responsible for planning major exercises and operational contingency. Suzanne continues to work alongside NATO and the British Armed Forces as a freelance advisor in the design and execution of broad range of complex global training events. Alongside this and her work with HJS she is also a Governance and Executive Administrator, carrying out a diverse range of business management, administration and communication activities in a part-time role with a local housing association.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE



---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## **David Harrison OBE BA (Hons) MBA, Lieutenant Colonel (Retired)**

David served for more than 30 years in the British Army as an Infantry Officer in the Devonshire and Dorset Regiment. During his career he held command appointments at every rank up to and including Lieutenant Colonel. Whilst serving as Adjutant, Company Commander, Second in Command and Commanding Officer, he played a key role in the management of the careers of Warrant Officers, senior and junior non-commissioned officers. His staff appointments included three tours in HR policy, career management, postings and promotions. He career managed 1,000 Infantry officers whilst working in the Military Secretary's Department at MOD Stanmore. He was responsible for the liabilities of 800 officer appointments and devised, communicated and implemented the career management aspects of the Army wide Review of Officer Career Courses whilst at APC Glasgow. He established a new Territorial Army Infantry Battalion in the South West of England with bases in 6 counties and managed the careers of 600 regular and reservist personnel, which included participation in APC Glasgow Warrant Officer and Senior Non-commissioned Officer promotion boards. Following the completion of his service at Regimental Duty, David Harrison completed operational and strategic planning roles in NATO HQs. His final assignment was Defence Attaché in Kazakhstan, where he was responsible for the implementation of MOD policy in three Central Asian countries. He served in over 20 countries and deployed on operations in Northern Ireland, the Balkans and Afghanistan. He attended the Army Staff College and the NATO Defence College.

David completed his military service in 2014 and is now a consultant in the Defence & Security sector. He was contracted by the MOD to project manage the establishment of the Defence Attaché and Loan Service Centre at the Defence Academy, and has designed and delivered courses for defence diplomats deploying worldwide. He is also a battlefield tour guide for First and Second War World campaigns in Italy. He joined HJS in 2019 and has completed the Bond Solon Introduction to Civil Procedure Rules and Excellence in Report Writing training.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE



---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## **Dom Hill**

**Master of Business Administration (MBA)**

**MA War in the Modern World**

**Chartered Member of the Institute of Personnel & Development (MCIPD)**

**Post Graduate Diploma Strategic Management & Leadership**

**BSc (Hons) Human Geography**

Dom served for 25 years in the British Army's Royal Corps of Signals and Adjutant General's Corps (Staff & Personnel Support). His service took him from cold war Germany to Canada, Italy, Cyprus and various locations in the United Kingdom, working in units, and Brigade, Corps and NATO Headquarters. He served operational tours of duty in Northern Ireland and Afghanistan and in support of NATO operations in the Former Republic of Yugoslavia. In the latter part of his career, he had the opportunity to work with many different branches of the Army, including Army Aviation, Combat Service Support, the Royal Armoured Corps and the Infantry.

Dom left the Army in 2013 to take up the newly formed role of civilian Regimental Welfare Officer for the Parachute Regiment, based in their Regimental Headquarters in Colchester and working as part of the recently established Afghanistan Trust charity. His role was to support injured and unwell service leavers as well as veterans of the regiment of any age. An important aspect of this role was to ensure people were as well prepared as they could be for new civilian careers outside the Army. In 2015, Dom was appointed as Director of Employment Services and Deputy CEO of the Royal Navy charity, The White Ensign Association. This required an in-depth understanding of the skills and experience held by officers and ratings across the RN and Royal Marines, in order to help them transition into successful second careers when their service came to an end.

Dom has wider experience across the charitable sector, having worked as part of the team at an Almshouse and in operations with a grant making family foundation. His Army career and subsequent work with military charities has given him a wealth of experience and knowledge of career structures in the Royal Navy, Royal Marines and British Army, as well as excellent knowledge of civilian career paths in all sectors of the UK labour market.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE



---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## Peter Macfarlane

**BA (Hons) Modern History**

**MA Defence Studies**

**Joint Services Command and Staff College – advanced course graduate**

Peter Macfarlane served in the British Army for 25 years as a Cavalry Officer in the Royal Dragoon Guards and its predecessor regiment, the 5th Royal Inniskilling Dragoon Guards. He served in the United Kingdom and overseas and saw active service in the first Gulf War, Northern Ireland, the Former Yugoslavia and Iraq.

Much of his career was spent in personnel management, including three tours at the Army Personnel Centre. These roles included: managing the appointment process for staff college graduates, managing junior officer staff promotion and staff appointments; and managing brigadiers' careers. In regimental appointments at troop, squadron and second in command level he was responsible for the career management of soldiers. This involved producing appraisal reports, providing career advice and participating in promotion boards. He therefore has extensive knowledge and experience of all aspects of Army career management, including role descriptions, appraisal reports, career structures, the appointment and promotion board process, advising soldiers and officers and engaging with employers.

His final role in the Army was in workforce planning, managing the requirements of the Royal Armoured Corps during a period of restructuring following the 2010 Strategic Defence and Security Review, which resulted in redundancies from 2011-2014. After leaving the Army he worked in an interim consultancy role researching for plc level and public sector bids. Since 2015 he has been a member of the management team of Winchester Cathedral, with a range of responsibilities including board secretary, project and event management and external engagement. He joined HJS Personnel Services in 2021.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE



---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## **Moira Penman**

Moira has over 30 years' service within the Royal Military Police during which she rose through the ranks, achieving a Late Entry Commission and promotion to Major within the Special Investigations Branch.

She has seen service around the world in UK, Germany, the Balkans, Middle East and Far East during all of which she was engaged in the full spectrum of policing activities including investigations, forensics, intelligence and covert operations.

Moira is a highly qualified and experienced investigator and interviewer who is very familiar with legal process and well-practiced at preparing, and presenting evidence for military, civilian and HM Coroners' Courts and employment tribunals. She has led numerous major inquiries, and as the Senior Investigating Officer, dealt with, and reviewed, serious crimes including murder, fraud, and a range of other offences and incidents resulting in serious injury or death.

Her final tour of duty saw her heading up the largest, most complex investigation ever carried out by the Service Police, which included the strategic management of over 130 Investigators, specialists and intelligence analysts all dedicated to one case. During her career she has gained a wealth of experience dealing with welfare, administration and career management of personnel at all levels from Section Commander to Company Commander. This included appraisal writing, formal career interviews and identifying professional and personal development opportunities.

Moira joined HJS Personnel Services in 2016 and undertakes work as an employment expert in cases involving Armed Forces personnel.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE



---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## Karen Rostron

**BA (Hons) Law and Economics  
Associate of the Institute of Personnel and Development**

Karen has been preparing employment reports since 1991, and joined HJS as an Associate in 1997. She has evaluated the employment and earnings prospects of people who have presented with work-limiting and/or career-altering disabilities, mental and physical, including those who have sustained serious head injuries. She has also prepared reports for employment tribunals and divorce cases and has experience of working on behalf of Claimants, Defendants and as a Single Joint Expert. She has researched a wide range of careers and assessed employment trends, developing a special interest in careers allied to medicine, including doctors, nurses and dentists. She also has an interest in cases involving children.

Karen first became involved in training and personnel management in 1987. In her early career, she was employed in the voluntary sector in London where she was responsible for managing a rehabilitation, retraining and resettlement programme for long-term unemployed adults and young people. This included the provision of training, career guidance, counselling and work-experience placement. Karen has experience of training and personnel management in the finance sector and, in addition to her work with HJS, she has worked as a consultant quality manager for companies in the finance sector. She was engaged to design and implement a quality management system in order to achieve ISO 9001 accreditation and provide a framework for the implementation of a risk strategy prior to the takeover of the group. This included policy development, training needs analysis and procedures for ensuring compliance with FSA regulations.

As a local authority-appointed school governor Karen was, for nine years, responsible for monitoring and assessing the special educational needs (SEN) provision of a large primary school in Derbyshire. Her role on the resources management committee involved monitoring the school budget, pay policy provision and assessment data.

In addition to preparing employment reports for the Court, Karen advises, supports and prepares individuals who are ready to return to work through the HJS Pathway to Work programme. She is also a volunteer support worker at a community centre in her local town where a group of young adults with learning difficulties meet in order to prepare CVs and acquire interview skills before seeking supported employment.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE



# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

## David Short Brigadier (Retired) CBE, late AAC

**BA (Hons) Geography**  
**Post Graduate Certificate in Education (PGCE)**  
**Joint Services Command and Staff College - Directing Staff**  
**Chartered Manager (Fellow) Chartered Management Institute (CMI)**

David Short is from Northumberland and was educated at Queen Elizabeth Grammar School, Durham and Cambridge Universities. He attended the Royal Military Academy, Sandhurst, in 1983.

After time with the Infantry, he moved on to the Army Air Corps and after flying tours in Germany and Northern Ireland he returned to the Army Staff College at Camberley in 1994. Following a staff tour with the Headquarters of the Allied Command Europe, Rapid Reaction Corps, during which time he deployed to Bosnia for a year with NATO's Implementation Force, he went back to Germany to command his squadron.

On promotion, he became a member of the Directing Staff at the Joint Services Command and Staff College and this was followed rapidly by an exchange tour at the US Command and General Staff College in Fort Leavenworth, Kansas, USA. Following this, he returned to command his Regiment in Dishforth, North Yorkshire, during which time he introduced the Apache attack helicopter into the Field Army.

On promotion to Colonel, he went on to be the Director of the Strategic Direction Centre at the Headquarters of the Supreme Commander Allied Powers Europe during which time he oversaw: NATO's ISAF mission expand across the whole of Afghanistan; the establishment of training missions in Iraq and Darfur; the handover of NATO's mission in Bosnia to the European Union; the downsizing of NATO's forces in Kosovo and NATO's emergency relief operations following the earthquake disaster in Pakistan. He was awarded a CBE in the New Year's Honours List 2006 for his contribution to NATO Operations.

On promotion to Brigadier, he became the Director of Army Aviation (Army Air Corps) and also held the post of Director of Development in the newly formed Joint Helicopter Command. As Director of Army Aviation, he was responsible for the career management of, and personnel policies for over 2,500 officers and soldiers. After 30 years of service he moved to be the General Secretary of the Combined and Army Cadet Force Associations in London.

In 2016 he established his own consultancy company. Having worked for the Chartered Management Institute and Northampton University, in 2017, he joined HJS Personnel Services and brings with him a wealth of defence operational and personnel management experience. He is also a 'pro-bono', Non Executive Director at Skyhunter.global and now dedicates his time in support of the protection of endangered species in Africa.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com) [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE





---

# EMPLOYMENT REHABILITATION AND CONSULTANCY SERVICES

---

## **Paul Thompson**

**BA (Hons Humanities)**

**MA History**

**Post Graduate Diploma Strategic Leadership & Management**

Paul has over 30 years' service within the Royal Military Police during which he rose through the ranks, achieving a Late Entry Commission and promotion to Major.

Throughout his career he has amassed extensive experience of military affairs working with all Arms and Corps and seen service around the world in UK, Germany, the Balkans, the Middle East and Africa, during all of which he was engaged in the full spectrum of policing activities including investigations, forensics, intelligence and operational policing.

He has served with the UK airborne brigade where he commanded a unit of specially trained military police providing policing support for the airborne forces, following which he undertook a training role as directing staff for JNCO and SNCO CLM courses. He has deployed on operational tours during which he provided close protection for senior military commanders and members of the FCO, including HM ambassadors in high risk locations, served in a multinational divisional headquarters, developed host nation policing capability and provided specialist support and advice to commanders at all levels.

Paul was selected to the role of senior instructor at the newly established tri-service police college responsible for the delivery of phase 2 trade training for soldiers, sailors and airmen/women and young officers just leaving Sandhurst. Following a role of branch staff officer at divisional headquarters he was posted to Sierra Leone where he provided training, development and operational advice to all levels up to and including the general staff. He qualified as a Quartermaster and following a number of postings in this role he was appointed as a company commander.

During his career he has gained a wealth of experience dealing with welfare, administration and career management of personnel at all levels from Section Commander to Company Commander. This included appraisal writing, formal career interviews and identifying professional and personal development opportunities. Paul is experienced in writing various reports and producing evidence for the Court. He is a trained interviewer, is familiar with legal processes and has provided evidence at military and civilian Courts.



**HJS PERSONNEL SERVICES**  
**1 Sylvan Court, Farnborough, Banbury, Oxon, OX17 1EA**  
**Tel: 01295 690 990**  
[admin@hjspersonnel.com](mailto:admin@hjspersonnel.com)   [www.hjspersonnel.co.uk](http://www.hjspersonnel.co.uk)

HJS Personnel Limited, registered in England & Wales: No 6751307  
Registered Office: Penrose House, 67 Hightown Road, Banbury, OX16 9BE