

CASE STUDY: THE CO-OP PEOPLE SERVICES

The Client: The Co-operative Group is a unique business democratically run by members to meet their common needs and aspirations. Now one of the largest multi-retail organisations in the UK, it spans a wide and varied range of businesses, from Retail Food Stores to Funeralcare, from Pharmacy to Farms, with Travelcare and Specialist Retail along the way. With over 110,000 employees and turnover in excess of £10billion it is an organisation to be reckoned with. People Services - with circa 160 staff - manages the whole employee lifecycle and is the HR Administration function responsible for delivering support to the Managers and Employees throughout the Group.

The Challenge: To transform People Services to enable them to deliver the support and service the employees and Managers throughout the Group require and expect in the face of acquisitions, shifting business priorities and significant organisational change. In the last 12 months the People Services team has had to deal with a 45% increase in employees to service, technology upgrades, embedding a new organisational structure and the delivery of consistently increasing standards of HR Admin support.

The Work We Are Doing: Our support has been, and continues to be, on a number of fronts. Ultimately we are improving the interaction and alignment within People Services and between them and their customers. Sensei has helped ensure that everybody is engaged with improving and delivering an excellent service. We have contributed to shaping the strategic agenda for People Services, acting as trusted advisor, facilitator and coach to the Senior Leadership team to ensure that their strategy is clear, well thought out and effectively executed. We have actively supported the change management activities associated with migrating over 55,000 new employees onto the Group payroll and support of People Services. This involved delivering hands-on, real-time change management and employee engagement support, whilst transferring skills and capability into the People Services team to ensure sustainability. We supported improving the relationships and alignment between People Services and the business HR community, using a process re-engineering approach that has dramatically improved the quality of the execution and service delivery.

The Outcomes: People Services have improved their delivery against SLAs month on month and successfully transitioned and paid an additional 55,000 employees in a 15 month timeframe whilst increasing staff engagement to the highest throughout the HR function.