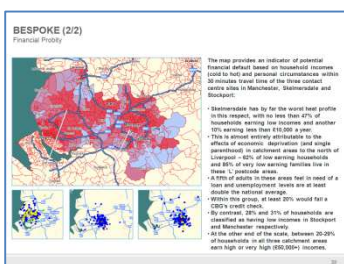


COMPARISON – Key Recommendations	
Conditions	<ul style="list-style-type: none"> Do think the site and location of the contact centres and staffs provide a clear – and clear – CPD/HR and IT training needs Appoint new – skilled contact centre managers at each site – not promote, experience or second Have been 70% per CBG as CBG as become more involved in the day-to-day operation
Staffing & Reward	<ul style="list-style-type: none"> Do think about the level, activities and associated staff costs. Do think about the level, activities and associated staff costs. Do think about the level, activities and associated staff costs. Review the way in which the reward system is used to ensure the salary structure is Review the way in which the reward system is used to ensure the salary structure is
Performance & Quality Assurance	<ul style="list-style-type: none"> Need clear – measurable KPIs. Need clear – measurable KPIs. Need clear – measurable KPIs. Further develop and drive scope of KPIs. Further develop and drive scope of KPIs. Further develop and drive scope of KPIs. Further develop and drive scope of KPIs. Further develop and drive scope of KPIs. Further develop and drive scope of KPIs.
Resources & Culture	<ul style="list-style-type: none"> Review staff resources and ensure the process is clear, direct and transparent staff training needs Address the appropriate training needs (commensurate scope and duration) Consider the way in which the reward system is used to ensure the salary structure is
Facilities & Location	<ul style="list-style-type: none"> Consider the way in which the reward system is used to ensure the salary structure is Consider the way in which the reward system is used to ensure the salary structure is



DISCOVERY AND DEMOGRAPHICS RESEARCH

The Co-operative Banking Group (CBG) is a mutually-owned people’s bank. It comprises Co-operative Bank, Co-operative Insurance, Co-operative Investments, Co-operative Asset Management, Britannia (since 2009), Platform and **smile**, the internet bank. The Co-operative Banking Group has £70 billion in assets, 12,000 staff and nine million customers.

CHALLENGES

The Group’s 3,500 FTE UK contact centre-based staff generally undertake customer service roles (with sales achieved through service). Staff attrition at CBG’s contact centres in 2011/2012 was as high as 70%. This issue was intensive to manage, with detrimental impacts on productivity. Sourcing sufficient numbers of suitable candidates in some existing locations was proving challenging, particularly with the need to for all new staff to pass credit checks. CBG chose not to pay staff above the median market salary and offered less flexible staff benefits compared to other employers. Given the importance to the Group of its community-based approach, there were also concerns over anecdotal accounts of negative perceptions of CBG in some parts of the country and resulting recruitment reputation damage.

APPROACH

Discovery: Detailed assessments of critical aspects of CBG’s existing operations, highlighting relative weaknesses, risks and potential issues.

Best Practice: Benchmarking of key factors, staff costs/benefits and performance indicators against industry peers and latest ‘best practice’.

Locations Evaluations: Examining capabilities, costs and constraints of existing locations and site localities. Also determining factors impacting current performance and creating staff recruitment/retention challenges.

METHODS

Site visits; management/staff interviews; call listening; OMIS data sets; research evaluations; bespoke Client survey; OMIS experience/track record.

CLIENT FEEDBACK

“The findings of the research proved thought-provoking and challenging. There were some surprises but also some quick wins were identified. New site leaders have now been appointed. There are fewer direct reports to directors. Call monitoring is being increased. The whole staff reward issue has been raised as being ineffective. A huge staff up-skilling exercise has begun. There will be improvements across the Group’s operations as a result of OMIS’s inputs”.