

## Using the CIPD's HR Profession Map, The Co-operative Group worked with CIPD consultants to identify standards of professional excellence and create an accredited structured development programme. This enabled the capability development of their newly created in-house Resourcing team.

### Client need

To develop internal capability within the newly established Resourcing team and effectively attract and select talent whilst enhancing the employer brand.

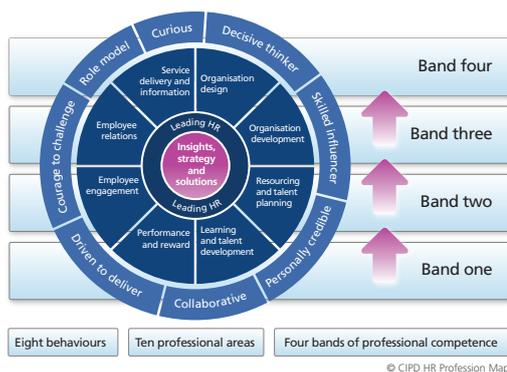
### What happened next?

'CIPD consultants worked with us to shape how we could use the CIPD's HR Profession Map as an organisational resource... to identify standards of professional excellence.'

**Helen Hartshorne**, Group Resourcing Manager, The Co-operative Group

The Resourcing and Talent Planning segments of the CIPD's HR Profession Map and the core skills outlined in the 'Insights, Strategy and Solutions' and 'Leading HR' segments were used to:

- identify standards of professional excellence
- act as an external benchmark
- raise team awareness of how individual roles relate to other areas of HR
- demonstrate the career development options available.



The Co-operative Group overlaid their behavioural competency framework on the Map and added the strategic aims of the wider Resourcing strategy.

Where necessary the Map's detailed breakdown of skills, knowledge and activities were adapted to reflect the language and unique nature of their family of businesses.

'The CIPD's HR Profession Map was particularly useful in providing an external benchmark for our team and helping to clarify what they needed to know, how they needed to behave and what they needed to do to be recognised as credible experts within the business.'

**Helen Hartshorne**, Group Resourcing Manager, The Co-operative Group

The team worked with the CIPD to create a bespoke structured development programme which was aligned with the CIPD Foundation Level Award in Resourcing Talent. The programme then went through the CIPD's Accreditation process and The Co-operative Group's in-house L&D team were up-skilled, assessed and quality assured to deliver the programme.

“On the back of our success with the Resourcing team, we are now planning a development programme for our wider HR Shared Services team which is based on the Service Delivery Segment of the CIPD's HR Profession Map. We're working with the CIPD to scope requirements and align roles to professional bands and formal qualifications as appropriate.”

**Sue Whitaker**, Head of HR Service Delivery, The Co-operative Group

### The results

The Co-operative Group is delighted by the positive impact that the programme has had on the business and results include:

- a fully functioning in-house Resourcing team who are achieving outstanding results in securing the talent that the business needs to continue to develop
- significant savings on external recruitment agency spend
- 85% of Resourcing team members have successfully completed the foundation qualification.

'Our primary driver was to deliver the capability that our group of businesses required to effectively resource roles. However the opportunity to align the programme to a recognised industry standard was really the "icing on the cake".'

**Catherine Bentley**, Talent Consultant, The Co-operative Group