

Nestlé Purina

Industry	Pet Care Company
Location	New Malden, Surrey
Service type(s)	Blended service including: awareness seminar, initial meeting, Virtual Resource Centre group induction session, group workshops, individual career coaching sessions

Situation

In February 2007, Nestlé Purina announced that it proposed to move its finance function to an outsourced supplier. This move affected the Shared Services Centre based in New Malden, where all roles would be made redundant.

Employee leaving dates were staggered over the course of the year, with the largest group departing in July 2007. Before their departure however, staff needed to train the new outsourced provider's workers, who were expected to arrive from India and Poland soon after the consultation period. Maintaining morale and productivity were key objectives during this sensitive period.

Furthermore, English was not the first language of a significant number of affected Purina workers as they had relocated to New Malden from other parts of Europe such as France and Italy. The education qualifications held by many members of the Shared Services Centre team exceeded the requirement for their role at Purina but were not readily recognised by UK employers. For many, the motivation to take the role had been the opportunity to relocate to the UK to live and work in London.

Approach

It was important to Purina that the Chiumento service was flexible. With such a variety of individuals and objectives, it was imperative that the service could adapt to the personal style and needs of each affected employee.

The service Chiumento delivered was a blend of group, one-to-one and online support. All the while they were mindful of the need to ensure a high level of awareness of the support programme and maintain staff motivation. To achieve this, all staff attended an awareness seminar to promote the benefits of the programme and increase credibility for the service. This session was held immediately after the announcement to go ahead with the project was made and was a great success. The feedback on the programme was extremely positive and staff were enthusiastic about the opportunity to participate in it. At this session, Chiumento gave personalised information to each individual inviting them to their initial consultant meeting. This simple but effective action helped convey the fact that support was available immediately and encouraged high levels of participation in the programme.

The one-to-one introductory meetings allowed each individual to share their anxieties and outline their initial career plans. The information gathered from these meetings meant Chiumento could adapt the service content and focus, to suit the needs of affected staff. Employees also attended group inductions for the Chiumento Virtual

Resource Centre, giving them access to online tools and learning, which they could start on straight away.

The programme then kicked off in earnest, with a series of half-day workshops covering areas such as career planning, CV's, self-marketing and the selection process. These workshops were supported by 1:1 follow-up meetings that catered to the needs of each individual.

Results

All leavers in July 2007 and the subsequent group in September 2007, were very happy with the support they received. Further support was offered to them, but they all felt fully prepared to move on as a result of their programmes – evidence that the Chiumento support truly met the unique needs of each individual.

By their leaving date, most leavers were either already settled in a new role, had interviews lined up or were job searching with a good CV. Others had decided to delay their job search so they could travel, visit their home country or take some well-deserved time off.

The overall reaction from employees was extremely positive. One staff member for example, secured a new role with a major manufacturing company, where he could extend his skills in a more commercially focused role. He commented, "At the start of the programme I said to the consultant that I wanted to make a change and not just look for the same sort of thing I had at Nestlé. This role more than meets that objective". Another colleague found a new role that was a step-up from his Nestlé role and in a different industry sector, thereby increasing his cross-sector knowledge. He added that the programme gave him skills and training that he would not have otherwise had and he found this very beneficial.

The workshops were also popular with over 90% of attendees being 'satisfied' or 'very satisfied' with the content and learning they had gained. Deborah Hill, Shared Services Centre Director at Nestlé Purina sums up the programme "The success of the Chiumento programme is evident in the high level of participation and satisfaction reported by employees. I was particularly pleased with the way Chiumento worked with us to design a programme meeting the unique needs of this group. For example, many of the team needed help with approaching UK employers when their experience of job searching and interviewing in the past had tended to be outside the UK. The team saw this career management programme as a real opportunity to make the next step in their personal development. Our objective was to do the best we could do for our employees during a difficult time and Chiumento were key partners in helping us achieve that objective."