

Aldermore

CASE STUDY

Empowering managers to support HR transformation


Aldermore is one of the most successful challenger banks of recent years, experiencing year-on-year growth since it was founded in 2009. In March 2018 Aldermore was acquired by South African banking conglomerate FirstRand, in a deal that valued Aldermore at £1.1bn.



Rapid expansion brings with it a growing employee base, and greater demands on the HR function. By 2017 Aldermore employed around 200 line managers, varying in management responsibility from overseeing just two or three members of staff to overseeing more than 12 employees each. In fact, just 60 line managers had responsibility for more than half of Aldermore's staff.

But the HR team recognised that many of these line managers required additional HR skills and expertise to effectively handle the wide range of people management matters they faced on a day to day basis. In addition, many of the Bank's policies were not as clear as they needed to be and difficult to find, making it challenging for line managers to understand how to apply them in practice.

This naturally meant that operational HR matters fell to the HR team, distracting them from the strategic initiatives they needed to focus on to support the company's culture, expansion plans and other corporate initiatives.

 Providing an excellent customer experience is one of our core values, and we wanted the same to be true for our internal customers – our employees.

Rob Divall, Group HR Director, Aldermore

Extending the HR function


The HR team conducted a year-long listening exercise with colleagues from across the Bank to understand how the current HR support model could be improved. This showed that they needed to provide greater access to advice and introduce simpler processes if they were to truly enable line managers to manage HR issues effectively.

This meant expanding the HR function, but was hiring more staff the answer? Not for Aldermore. Instead, the Bank turned to AdviserPlus for help.


Aldermore now uses a team of AdviserPlus advisers to provide HR support to its line managers, with additional help available from the internal HR team if needed. This is complemented by an online knowledge portal, containing all company HR policies and procedures in easy-to-understand language, with clear step-by-step guidance on how to handle issues and manage cases effectively.

Line managers are now well equipped to make their own decisions on HR matters and, with advice and guidance easily available, the team are confident that issues can be handled consistently across the business.

For Aldermore, developing a partnership with AdviserPlus was about allowing the Bank to scale its HR function and vision effectively and focus on strategic business priorities.



For us, the key thing was finding a partner who could become an extension of our own HR team, sharing our culture and truly understanding our HR objectives. Importantly, we wanted line managers to feel they could pick up the phone and get the same experience whether they were speaking to us or an AdviserPlus adviser.



Louise Rogerson, Director of HR Services, Aldermore

A high-performance culture


Aldermore recognised that, as in any rapidly growing organisation, there was a need to cement a high-performance culture. But data showed that line managers' main question was how they could help create this. They wanted to get more out of the employees they oversaw, but needed support to have conversations with them that would encourage better performance and productivity.

With AdviserPlus on board, line managers are now able to use the team of advisers as a sounding board before embarking on potentially challenging conversations with employees they oversee. Initial evidence suggests that line managers are picking up the phone much earlier in the process, rather than waiting for a problem to develop before consulting the HR team.


Strategic partners

Since Aldermore and AdviserPlus have been working together they have created a genuine partnership. AdviserPlus is recognised as helping provide employees with the same high standard of service that the Bank provides to its external customers. The AdviserPlus advisers attend team meetings and are not seen as an external supplier. Weekly calls allow both organisations to monitor the relationship, analyse the data that is being collected and identify successes and any areas for improvement.

Although it's early days, results already show that line managers are more capable in dealing with HR matters, and feel more confident knowing that HR information, advice and support is available when they need it, both via the phone and through the online knowledge portal.



Our colleagues know that advice is much more readily available and, as a result, we're seeing many more conversations taking place much earlier on. What's more, having this data recorded is helping us understand more about these conversations and get ahead of any issues developing, for instance identifying areas for training and further investment.



Louise Rogerson, Director of HR Services, Aldermore



Our partnership with AdviserPlus is helping us simplify our systems, improve employee engagement, and change our culture. We have access to more data, allowing us to identify potential issues much earlier and address challenges before they become issues. Most importantly, it has given the internal HR team the time and space they need to provide greater strategic focus to the business.



Rob Divall, Group HR Director, Aldermore

About AdviserPlus

AdviserPlus is the UK's leading provider of managed HR advisory services. We work with organisations of all sizes across all industry sectors, in the UK and overseas. AdviserPlus helps you get the best out of your people by using smart technology and proven HR process expertise to support managers and HR teams creating a stronger work environment.