

# KCOM

## CASE STUDY

### How smart frontline HR fostered a culture of growth

For more than a century, technology services business KCOM plc has grown through innovation. But it's hard to stay nimble when you've 1,600 colleagues across 6 locations – so the company's HR team worked with AdviserPlus to equip line managers to lead the company's culture from the front.





Ever since opening its first telephone exchange in 1904, KCOM has made a virtue of change. Starting life as Hull City Council's own network, the company has reinvented itself almost continually – whether a new name and a stock market flotation, or pioneering digital, ADSL and ultrafast broadband technology.

Today, KCOM has more than 1,600 employees, providing telecommunications, technology and managed services solutions to enterprises, businesses and consumers alike. And to keep pace with a market that continues to change rapidly, the company needed to grow in a way that retained the efficiency and agility it had always been known for.

The company needed a new, more agile culture led by strong, able managers throughout the organisation. But with so many teams, spread over offices, depots and remote locations, that transformation was easier said than done.

KCOM's HR team turned to AdviserPlus for help.

 KCOM needed to grow so we had to simplify systems and process with HR leading the way, being an enabler for change. We wanted to get the foundations right to set a culture of strong leadership. 

Sue Murdoch, Head of Organisation & People Development, KCOM

#### Combining technology with expertise

KCOM needed its 250 line managers to spearhead its transformation, and become more confident and consistent in dealing with people issues. Some had not yet acquired in-depth skills, or were based in remote locations, so providing the right cues at the right time was a significant challenge.

Working with AdviserPlus, KCOM did what it has always done best: combining expertise with leading-edge technology, to create a new service.

The result is People Manager Plus: a fully-managed Employee Relations advice service that works as a seamless extension of KCOM's own HR team. Managers have direct telephone access to advice from qualified HR professionals, supported with a knowledge portal, and case management technology to ensure issues are resolved consistently, and fast.

Line managers are now engaged, confident and well informed – while KCOM's own HR team have reduced costs, and freed time to focus on more strategic projects.

#### Transformation at KCOM

**People manager plus:** a seamless, white-labelled extension of KCOM's own HR team – serving 250 line managers across a variety of sites.

- Significant cost savings through reduced HR overheads
- Managers equipped and confident after real-time coaching
- 14-week implementation fully project managed by AdviserPlus
- 76% of line managers engaged within the first 5 months

This rightly puts our managers at the centre of delivering change. With the expert support and the right technology, we empower managers to undertake their people-related activity more effectively, from a more informed position.

Sue Murdoch, Head of Organisation & People Development, KCOM

## Seeing clearly

The full, managed service took just 14 weeks to implement. AdviserPlus's experts reviewed KCOM's people policies to give peace of mind over compliance with legislation and best practice, and the new service launch was integrated with the wider business transformation processes. Over 76% of managers have engaged with the service in its first five months.

But just as importantly, data from the new case-management technology gives KCOM's HR team unprecedented clarity about what's really happening around the organisation. It's unfiltered, unbiased management information results in better decisions – and paves the way for further improvements in the future.

The experience was so positive. AdviserPlus took the lead and told us what we needed to do and when. The pace was good; it drove us to keep things moving without feeling over pressurised.



Sue Murdoch, Head of Organisation & People Development, KCOM

## Make your line managers the front line of HR

At AdviserPlus, our experts and technology have one goal: to help your managers manage better. The result? Engaged people, lower HR costs, and improved business performance. Let's talk.

### 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 to tackle and resolve workplace issues.