



Building Capability

The Compass Commitment to Our People

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Compass UK & Ireland

Global: Trade in over 50 countries.

UK: 70,000 employees and 5,500 locations

More locations than McDonalds

20% employees have over 10 years service

Over 24,000 employees delivering FM Services

- 14,500 Cleaners
- 7,000 Security Operatives
- 800 Business & Office Services



Our Group Vision sets out what we want to be

“To be a **world-class** provider of contract **foodservice and support services** renowned for our **great people**, our **great service** and our **great results**.”

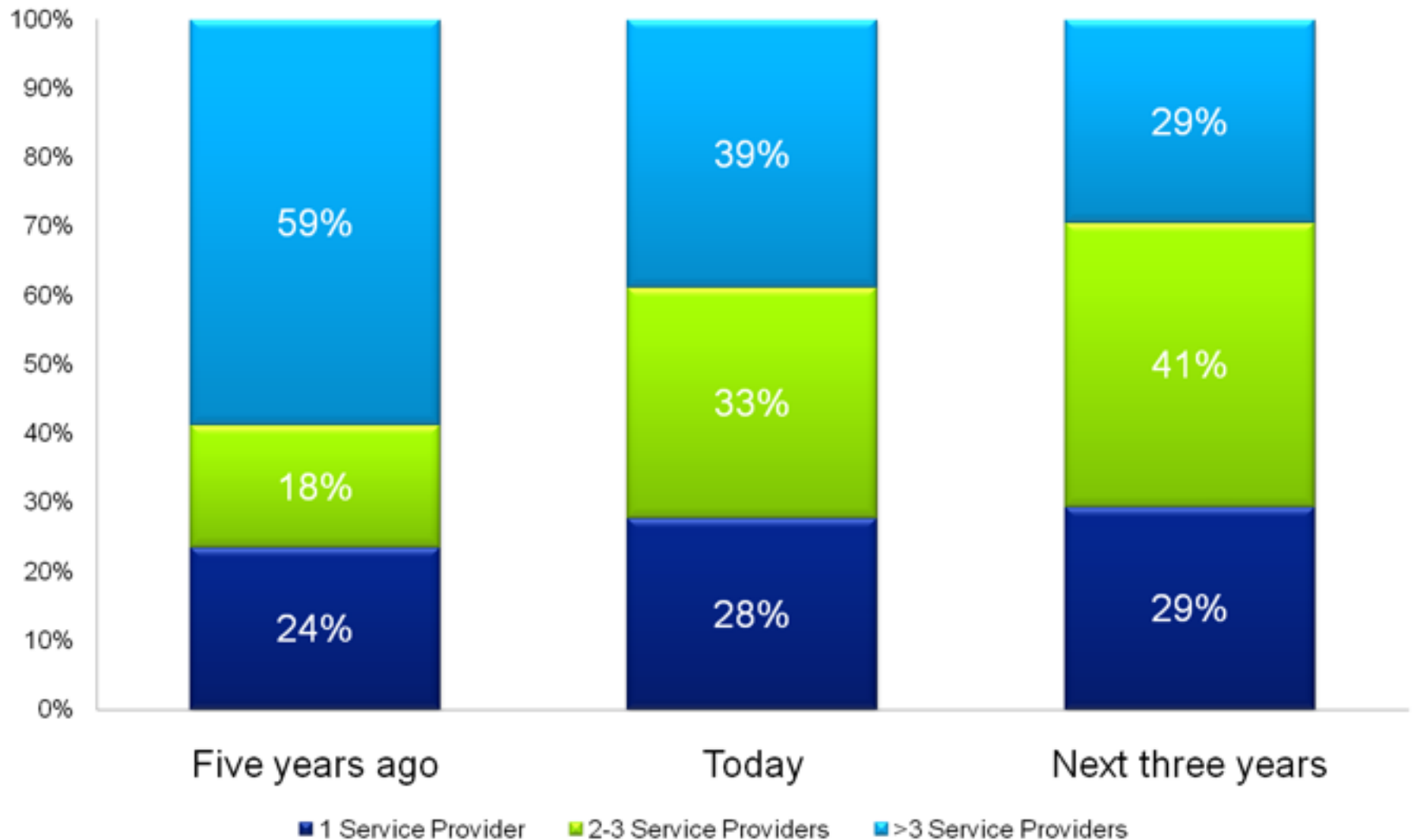
- In the UK and Ireland we aim to be the best at what we do
 - Develop a **skilled workforce**
 - **Engaged** and **productive** workforce
 - Retain our **great people**
- We are already the market leader in contract foodservice provision in the UK and Ireland, however **we must never be complacent**

The move towards Integrated FM

- An increasing number of multi-sector clients require consistent solutions for the outsourcing of their services.
- This trend is enforced by cost reduction, standardisation and a more strategic approach towards the procurement and outsourcing of non-core activities.



Service Provider Distribution



Integrated FM

A solution for clients looking for:

- Collaborative development of innovative solutions and process improvement
- Managing quality and service at close range
- A stepped multi-service provision
- Partnership development with a supplier
- Optimising FM total cost of ownership for both themselves and the supplier



Heather

Heather

The Capability Challenge

Against this backdrop...

- What is the capability challenge?
- How are we meeting it?

Embedding qualifications into everything that we do

- Level 2 Apprenticeship in one of the following:
 - Professional Cookery
 - Customer Service
 - Security (new industry programme)
 - Cleaning
 - Business Administration
- Level 3 Apprenticeship in one of the following
 - Leadership and Management
 - Professional Cookery
 - Facilities Management



Embedding qualifications into everything that we do

Last year:

- Business & Admin Level 4: 65 people;
- Level 3 Apprenticeship: 55 people
- Leadership & Management Level 3: 200 people
- FM Level 3 (pilot): 10.
- Team Leading Level 2: 50 people

Plus, qualified 750 frontline learners to NVQ L 2 through on-the-job assessment.

- **In total: 1130 employees.**
- **Target this year: 1600**



Capability: Catering vs. Support Services

What's the difference?

- Soft skills need to be balanced with technical knowledge of the contracted services
- Process and Measures
- Commercial awareness
- Risk Management
- Supplier relationships
- HSE implications



Building Capability


Three Priorities

1. Make Ready Now
2. Have an External Talent Pool
3. Grow Our Own

Three Challenges

1. FM training needs to be aligned with existing core programmes
2. Has to be credible
3. Has to be accessible to all

1. Make Ready Now

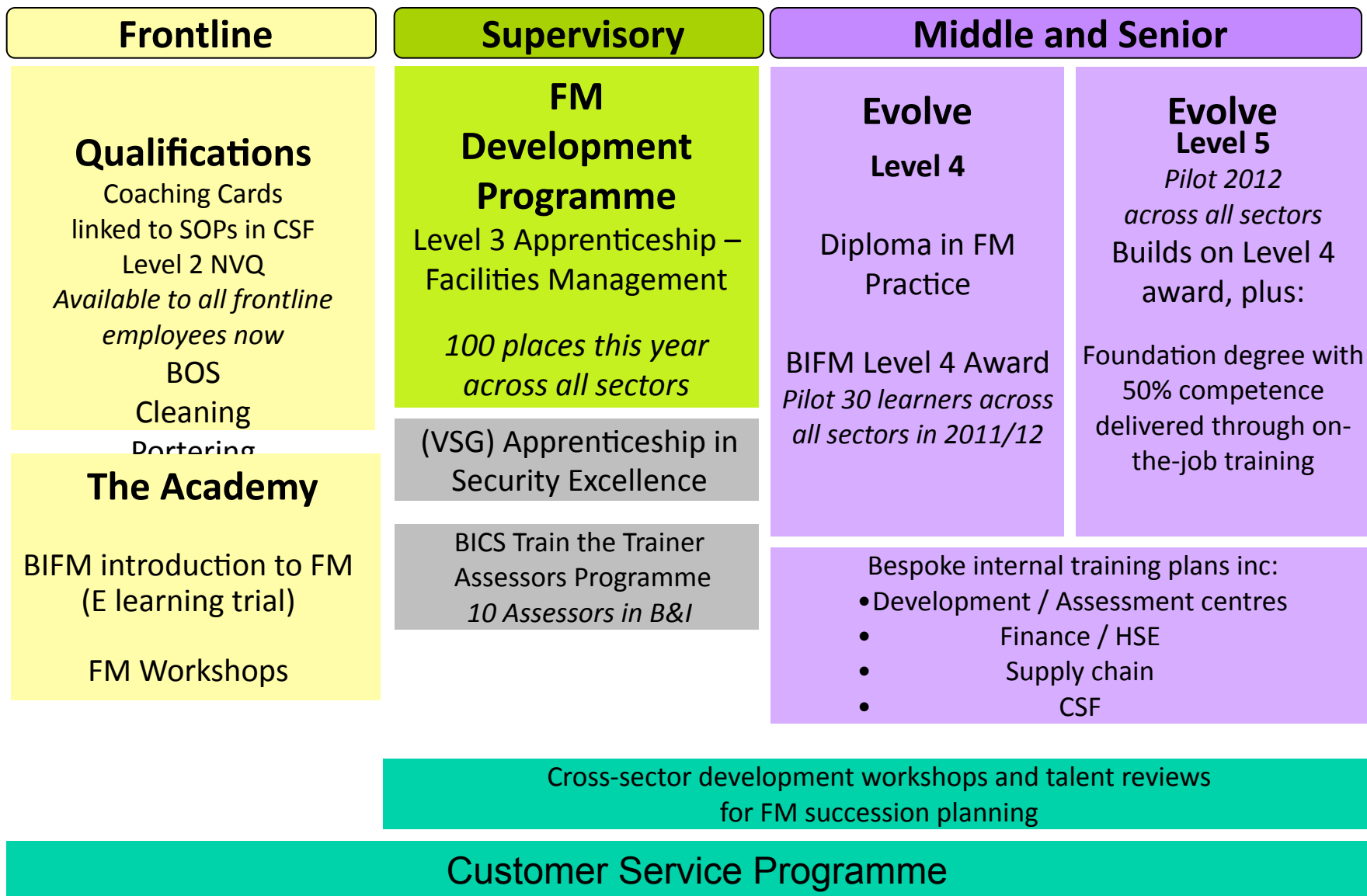
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- Quarterly talent reviews
 - FM Development days
 - Key training sessions
 - Secondments into existing FM Key accounts and Centres of Excellence
 - Contract banding exercise, cross-sector career moves
 - Remain flexible around reward & remuneration structure

2. Have an External Talent Pool

- Get the right Agencies and Head-Hunters on your PSL
- Dedicated Talent & Resourcing partner committed to building external pipeline
- Develop external FM employer brand
- Awards / PR



3. Grow Our Own: Career Road Map



FM Apprenticeship: What's involved?

NVQ Level 3

- *On-the-job learning*
- *Assessment*
- *Demonstrating the skills*

Technical Certificate

- *Knowledge needed for job role*
- *Why? How?*
- *Assignments and tests*


Key Skills

- *Literacy and Numeracy*

Employers Rights and Responsibilities

- *Gives and tests knowledge relating to employment*

How did we start?

- 
- Road test as a pilot programme
 - Engaged the senior team
 - Partnered with Training and Learning Company (TLC)
 - Reviewed the qualification to select the relevant units we wanted
 - Identified right people for the apprenticeship
 - Identified subject matter experts who worked with TLC to make the programme relevant to the National Grid contract
 - Developed workshops, learning materials, assignments
 - Introduce candidate 'Mentor' programme
- and
- Engaged one key client (National Grid)

Choosing a partner in National Grid

“No blame” culture - collective approach. Always supporting each other

Robust ground
roles on
behaviours



One identity



Open
communication



- In sourcing of expertise rather than outsourcing of responsibility
- Joined up Induction
- Planning our future together
- Active listening at all levels
- Progressive encouragement
- Confidence to speak up and be heard

The Results

- 10 delegates on the programme and achieved 100% success and completed on time
- All delegates gained membership to BIFM and ILM
- Now have over 100 FM apprentices now in Compass Group UK and Ireland
- 40% of delegates from the pilot progressed onto to in-house development programme at Level 4
- 100% retention of all learners
- 20% increase in engagement scores
- 2011 we will pilot BIFM Level 4



Challenges and Changes

- The length of the programme, we gave ourselves more time to achieve all the component parts to the apprenticeship
- Confidence and ability of learner – introduction of Mentor programme
- Refocus of assignments and course material to make them more relevant to Compass and their job role



What do our Clients think...?



Jane
Jane

Building Capability



A final thought...