

Centrica case study



“The delivery of five online HR tools to 18,000 employees was going to require an experienced team.”

Ogam provides Centrica with communications for major change programme

The delivery by global energy giant Centrica of a suite of five, online, self-service HR tools to 18,000 UK employees with intranet access, was going to require an experienced change team, as well as close working with business leaders, line managers, local champions and HR departments to ensure a solution that met the needs of the users.

It was also going to require dedicated communications support, ensuring the necessary engagement with and take up of the tools upon launch, understanding and commitment to new ways of working, and co-ordination with internal comms teams in each of the business units.

The “myHR” programme, combining both technical innovation with behavioural change, and implemented in partnership with global outsourcing partner Hewitt, would need to see HR managers, employees and line managers all working differently.

That’s when Centrica’s central HR function, aiming to complete its final stage of transformation to a more strategic and value-add function through the delivery of myHR, contacted Ogam Insight.

Ogam Insight, known for its expertise in devising communication programmes to support change, quickly sent in consultant Paul Hewitt.

Global energy giant Centrica contacted Ogam Insight, who is known for its expertise in devising communication programmes to support change.

The “myHR” programme combines both technical innovation with behavioural change.

The challenge for Paul, joining the myHR programme team with only six weeks remaining until launch, was to assimilate information quickly, and rapidly develop and implement a communications programme which would engage both employees and managers in the vision, provide practical support in using the tools, and flag key dates for actions upon which the success of the programme depended, such as a requirement by managers to update their team data in SAP prior to go-live.

“Paul really had to hit the ground running”, explains Head of Change Pam Bagnold. “However within the first week Paul had already reviewed and proposed changes to existing communications activity, including segmenting messages by audience type.”

“This segmentation was important as we did not want to overwhelm people with lots of information that wasn’t relevant to them, and wanted to let our offline employees know that they could still access myHR, but via the HR Service Centre.”

Paul’s focus was on delivering communication templates and toolkits which communication managers in each of Centrica’s diverse business units could adapt locally, as well as a set of myHR information materials to accompany the launch. He also had to co-ordinate and respond to questions around information security, following a number of high profile data losses in government agencies which appeared in the media.

“We are hugely grateful for Paul’s energy, support and tenacity” concludes Pam Bagnold.

“Paul brought in a fresh approach, and then rolled his sleeves up to make sure everything happened. We couldn’t have launched without him.”

“In particular Paul has left a legacy to ensure continued support for users of myHR after the programme team has dissolved – a myHR desktop calendar containing important dates, hints, tips and checklists, a communications toolkit for pending enhancements to myHR, and a new intranet site which provides extensive help for users.”

The challenge was to assimilate information quickly, and rapidly develop and implement a communications programme which would engage both employees and managers in the vision.

“Paul really had to hit the ground running.”

Pam Bagnold, Head of Change

“Paul brought in a fresh approach, and then rolled his sleeves up to make sure everything happened. We couldn’t have launched without him.”

Pam Bagnold, Head of Change

For further information please contact

Ogam Insight Ltd

P.O. Box 23854, Edinburgh EH6 6XS t 0845 291 3221 e info@ogaminsight.com w www.ogaminsight.com

Centrica plc

Millstream, Maidenhead Road, Windsor SL4 5GD t 01753 494000 w www.centrica.com