



Hammerson plc is a leading European real estate company, operating in the UK and France. The group creates value by developing and actively managing prime shopping centres, retail parks and offices.

Hammerson's objective is to meet the needs of its occupiers by actively managing its investment portfolio and by developing new properties. They operate in two sectors, offices and retail, and two markets, the UK and France. In this way, they create value for shareholders and partners.

Their focus is prime real estate. Their portfolio includes eight of the top retail destinations in the UK and five major shopping centres in the Paris region. Having set up and grown a successful retail parks business in the UK, they have expanded this activity into France. In the offices sector, they develop prime properties in the CBD of London and Paris. They enhance returns by recycling capital.

Background

Hammerson operate at the leading edge of their market and is known for the highest quality of professional standards. Their core workforce is senior experienced professionals who build third party relationships and Joint Ventures to deliver projects. Hammerson CEO and Board wanted to develop their talent management processes to be in keeping with their business profile and respond to a staff survey calling for more support for **personal** and **career development**. A second objective was to embed Hammerson **Values** – 'Relationships, Vision, Performance' into everyday behaviour.

Testimonial

"I had no hesitation in recommending yourself and Learning Partners based on the fantastic service and outputs you have delivered for us." HR Director

Solutions

Hammerson has an integrated strategy for 2009 - 2010 with a skills framework, role profiles and career framework, revised performance management system, development tools, job evaluation and reward strategy.

Learning Partners has worked with Hammerson HR and managers together to successfully achieve the key foundation stage in designing the Values & Skills Framework and Role Profiles and kicking off a new PDR process for 2010. Employee feedback has been very positive and the managers responded well to the training, finding it enjoyable and a good reminder of the importance of good relationships with staff.

Competencies and Career Frameworks

	Competency framework		Career framework		Performance profiles
<p>Learning Partners ran a Senior Management Workshop and an employee questionnaire and used the feedback to develop an easy to use 7 competency x 5 levels competency framework linked to Hammerson Values that can be summarised on one page (for ease of use) supported by detailed behaviours for development planning and assessment.</p> <p>This was done quickly and cost effectively because Learning Partners has its own database of behaviours and core competency framework that can be easily tailored to an organisation’s needs and culture.</p> <p>Where do I fit in? What’s expected of me?</p> <p>Learning Partners facilitated Role Profiling workshops across the business to cascade business drivers and focus individual roles on these and on team responsibilities. Learning Partners has helped the business to draft new Role Profiles (Performance Profiles) for its entire workforce. This has added focus to the new Performance Development Review process and given everyone support in objective setting.</p> <p>How can I progress?</p> <p>In 2010 the plan is to assemble the Role Profiles into Career Families, publish these on the intranet with Career Development tools and link these to job evaluation and a new grading system.</p>					

Talent Tools and Processes

	Performance management process & guide		Career development process & guide		Development process & guide
<p>Learning Partners has supported Hammerson in adopting competencies (Values & Skills Framework) and adopting a more structured, easier to use approach for performance management and career development tailored around the 5 questions.</p> <p>How am I doing? How can I develop? How can I progress?</p> <p>In 2010 this will be extended by additional tools for off-the-job and on-the-job development linked to the Values & Skills Framework.</p>					

Learning Events

	People management skills	Learning Partners has trained and coached more than 50 people managers in Performance Relationship © skills to support the new tools and processes.
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