

# Case Study

**Working in partnership with the  
Co-op to support volume hiring  
during the COVID-19 pandemic**



## Overview

**The Co-op is one of the largest consumer organisations in the UK, with a wide array of specialist businesses across different sectors and over 70,000 employees across the country.**

Rullion has been working in partnership with the Co-op since 2011 as their Managed Service Provider for all temporary workers and IT contractors.

The outbreak of the Covid19 Coronavirus Pandemic in early 2020 meant that the Co-op were faced with a spike in their requirements for temporary contact centre workers to support increased demand in their convenience retail and funeral care businesses.

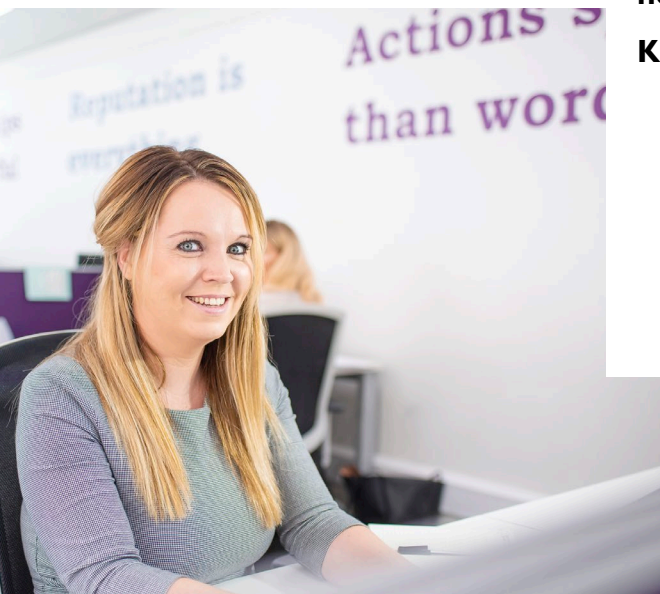
In addition to the increased number of requirements, the pandemic created several key challenges that needed to be overcome. One such challenge arose as the individuals to be recruited were regarded as key workers and would therefore need to be based at Co-op's premises. This meant that there would be a requirement to carry out on-site onboarding whilst maintaining social distancing recommendations. From a health and wellbeing perspective, it was also critical to minimise risk both to workers and their families, particularly those regarded as vulnerable and who required shielding.

## Our Solution

**Rullion worked collaboratively with the Co-op to develop a solution that could meet all their increased recruitment needs within these challenging conditions.**

**Key solution elements included:**

- Leveraging and developing our Talent Pool to meet increased hiring needs
- Bespoke pre-selection and screening
- Remote interviewing
- Risk-free onboarding





## Remote interviewing

To support better candidate engagement Rullion used video tools for remote interviewing where possible, speaking to over 70% of the applicants we pre-screened in this way, with the remainder interviewed by phone. The interview process was also an opportunity to offer candidates advice and guidance regarding the role and working conditions, answering any questions and dealing with potential issues or concerns.



## Bespoke pre-selection and screening

Initial screening of applicants took place online. The Rullion Team had already been provided with the technology required to work remotely and we rapidly devised a set of prequalification questions with the new constraints and additional risks that had arisen as a result of the pandemic taken into account. As well as making standard pre-screening checks such as previous criminal convictions and right to work in the UK, we also included additional questions specific to the current situation such as recent travel to high-risk locations, living with or caring for vulnerable individuals or those who required shielding, and contact with individuals who may have been infected by the virus.

We also sought confirmation that the individual was comfortable carrying out an on-site 'key worker' role with social distancing measures in place and checked their status in relation to furlough, making sure that they understood that taking a new role could impact future furlough payments. The final two checks were designed to help minimise attrition within the contact centre once candidates had started in the roles.



## Leveraging and developing our Talent Pool to meet increased hiring needs

A key aspect of the Rullion Team being able to rapidly deliver high volumes of candidates at short notice was the candidate pool that we had already developed on Co-op's behalf to fulfil the types of roles required. As a result of this, we were quickly able to call off pre-screened candidates to meet the initial demand needed for their increased contact centre needs.

In addition to this, we launched a campaign to source candidates to help bolster the talent community we had already built. By targeting potential candidates from customer facing industries such as Hospitality and non-food Retail that had been adversely impacted by the pandemic, we found a ready-made source of available talent to fulfil the roles and boost our candidate pool. As well as online advertising, referrals within these industries became a major source of applicants for the roles.



## Risk-free onboarding

Helping to alleviate risks through social distancing measures was an important aspect of the onboarding solution that we delivered with the Co-op. Due to the high volumes of candidates being onboarded over a relatively short space of time, we set up multiple sessions each day to allow at least two metres of space between individuals on site and worked with members of the Co-op Facilities Management team to support this.

Members of the Rullion Team (who were based locally and did not require use of public transport) attended all onboarding sessions to register candidates face to face and complete all required screening checks to allow them to start prior to the Co-op induction, which also took place as part of each onboarding session. This face to face engagement further reinforced opportunities to support a positive candidate experience, particularly in light of adjustments required due to health risks and continued once the workers started in their roles via regular Rullion onsite surgeries.

## Our Results

### At Rullion, we believe that actions speak louder than words.

By working in partnership with the Co-op we were able to demonstrate both our ability to upscale our solution at short notice as well as the agility required to help manage the risks and issues associated with this unprecedented situation.

### Candidates pre-screened on behalf of the Co-op

166

### Temporary workers successfully onboarded

146

\* Figures correct as of 16 March 2020 to 17 April 2020



“The time and professionalism to turn around over 100 starters in the space of 3 weeks is nothing short of miraculous. The team at Mosley street have not only helped us to staff our lines or helped people out of work get back in to work but have also helped us reach out to thousands of vulnerable customers across the UK get the food that the ultimately need. Each of the team from Rullion that have supported us have done so with the utmost speed and professionalism I have seen from them. We have had some extremely good people through the door which you may not expect when it is a rushed situation but the tenacity of the team to ensure that we had our numbers filled has been awesome. It just goes to show the strong relationship that has been built up in the last 4 years that together we have managed this unprecedented situation in the best possible way. I am so happy to work with Team Mosley and honestly feel like an unofficial team member myself”

**Matt Davidson, Sales & Service Community Team  
Manager, Co-op Service Centre**