

# Personnel and Human Resource Development Service for Co-operatives and Social Enterprises

*“It’s not what you expect from consultants and trainers (ritual humiliation and a lot of ‘you ought to’s’) – these people understand the needs of co-operatives like us. They help us sort things out at a sustainable rate of progress, avoid taking over, empower us to keep it right and then get out of the way.”*

- **Is your co-operative growing and changing?**
- **Or do you want it to?**
- **Do you need to improve human resource administration, management and development?**

As enterprises grow in size, the nature of how they manage interpersonal relationships has to change to reflect the complexity of the business.

Getting this right is a critical success factor, especially for non-hierarchical co-operatives with many-to-many relationships to manage.

CAN provides a range of human resource and personnel development services including:

- Human Resource strategic planning
- Skills auditing
- Reviews and / or appraisals
- Personal development planning
- Development of tools and processes
- Role / Job / Time-budget database development
- Training for Human Resource workers
- Mentoring and support for Human Resource workers
- Advice and guidance on specific legal issues
- Troubleshooting and mediation

CAN works with its customers to provide a service that meets their needs. We:

- Work with you to decide what work needs to be carried out within the available budget
- Help you develop your own solutions
- Provide support and guidance where it is needed but do not take over
- Create capacity not dependency

CAN is a worker co-operative and has provided support to hundreds of co-operatives and social enterprise since 1989. In addition to the experience of supporting and advising other people and organisations, we have been managing our own business, giving us a unique insight into the issues that have to be addressed, and sustainable approaches to resolving them.

## **Examples of previous work:**

For **Total Coverage Ltd.** CAN analysed the Human Resource Development requirements to meet their business plan, simultaneously assisting in the

creation of an HRD function within the co-operative to take it forward. Total Coverage increased turnover, customer base and membership of the co-operative by more than 50% over the two years of the exercise.

We have since returned to assist them with redevelopment of their appraisal and development planning processes.

For **Infinity Foods Co-operative Limited** CAN carried out a review of job descriptions and match to jobs to inform appraisals and personal development planning. We identified the need to recognise gaps and duplication in the business to ensure effectiveness and efficiency and inform recruitment, developing a human resource management tool to assist the co-op. This work is continuing and is assisting this expanding co-operative to maintain its position as a leader in the provision of healthy, ethical food.

**We can work with you to provide a solution that best fits your needs and your budget.**

“As and when” contracts are available that allow you to draw on our expertise for small queries.

To discuss how CAN may be able to assist your co-operative or social enterprise to be successful, to arrange a contract or to obtain a precise quote, please contact us:

Regional contact details are available on our website [www.can.coop](http://www.can.coop).

Email: [services@can.coop](mailto:services@can.coop).

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