

## Case Study - Sobeys Quebec

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*-France St-Pierre*

*Supervisor, Administration, Special Events, and Training*



# Sobeys

Ceridian Solutions  
Implemented

*Integrated Talent Management*

Sobeys Quebec achieves improved talent readiness and decreased turnover with effective talent management



## Sobeys Quebec achieves improved talent readiness and decreased turnover with effective talent management

For more than a century, Sobeys has served the food shopping needs of Canadians across the country. One of only two national grocery retailers, Sobeys has more than 100,000 employees supporting more than 1,300 Sobeys, IGA, Foodland, FreshCo, Price Chopper and Thrifty Food stores.

The proudly Canadian company's stores are as diverse as the 837 communities they serve. From full service grocery stores offering the broadest variety of foods to convenience stores for shoppers on the go, Sobeys meets the unique needs of different markets.

Sobeys Quebec's dedication to developing its associates goes back more than two decades, with 450 in-class courses available. Over time, the grocery giant came to realize its existing training and development structure was out of step with the new generation of computer savvy employees.

To provide the training its employees need to achieve its business goals, Sobeys Quebec turned to its trusted payroll partner, Ceridian Canada, and its Integrated Talent Management solution.

## THE BENEFITS OF AUTOMATED, INTEGRATED LEARNING AND TALENT MANAGEMENT

In Quebec, where provincial legislation requires companies with an annual salary total in excess of \$1 million to invest 1 percent of that total in training, the need to have an automated and integrated learning and talent management is emphasized.

Sobeys Quebec's stores, the vast majority of which are independently owned affiliates, had difficulty to track and report employee training expenditures. The time had come for a change.

Sobeys recognized that adopting an automated, on demand Learning and talent management solution would offer significant benefits, including:

- An effective means of empowering store owners and managers to take responsibility for employee development
- A single, central database to store all relevant employee data
- An intuitive, easy-to-use interface for employees with limited computer experience
- Comprehensive, high quality reporting capabilities for internal and external purposes

## A PROVEN PARTNERSHIP, SIGNIFICANT RESULTS

When Sobeys Quebec was ready to choose a talent management solution, Ceridian's Integrated Talent Management came out on top. Powered by Cornerstone

### Sobeys Inc. at a glance

The second largest food retailer in Canada, Sobeys Inc. traces its roots back to 1907 when John W. Sobeys launched a meat delivery business in Stellarton, Nova Scotia. In 1924, he expanded to a full grocery business and by 1939, the six-store chain was officially on its way to becoming the place Canadians go for exceptional quality, price, and selection.

### Number of employees:

- Over 100,000

### Ceridian services used:

- Integrated Talent Management



*"With this tool, we have the power to figure out what is missing for an employee to become better. Without it, we would not be able to go where the industry is going."*

*France St-Pierre  
Supervisor, Administration, Special Events,  
and Training  
Sobeys Quebec*

OnDemand, the solution offered all of the talent management capabilities they wanted as well as easy integration with the company's payroll solution, Ceridian Insync.

The solution also appealed to Sobeys Quebec because of its easy-to-use Software-as-a-Service (SaaS) delivery model, extensive reporting capabilities, and ability to deliver content in English and French.

The company has already implemented Integrated Talent Management at 240 of its Quebec stores as well as its corporate offices.

"It simply does everything we were promised it would do," said France St-Pierre, Sobeys' Supervisor of Administration, Special Events and Training. "There are so many things we can do. We're really limited only by our own imagination."

Information that used to be impossible for store owners and managers to obtain, such as a comprehensive record of what courses a particular employee had completed, can now be accessed in seconds. They can now identify problem areas quickly and even determine where specific training is desired or needed.

Most importantly, Integrated Talent Management enables Sobeys to more easily ensure compliance with legislation requiring food safety and other training as well detailed reports on training expenditures.

"With Ceridian and Cornerstone OnDemand, it's much easier to know how much time and money stores are spending on training," said St-Pierre. "Now, we can move forward with the development of our employees and help them get to where they want to go, which was not as easy before."

### **The impacts of implementing Integrated Talent Management are already adding up, including:**

- **Improved Talent Readiness:** Sobeys Quebec has overcome the challenge of training frontline workers with limited computer proficiency and little opportunity for development during their work day. Using hundreds of short online capsules (courses), Sobeys is able to quickly get employees trained on such key topics as food safety, security procedures, and food preparation. Managers need to set aside just five to 10 minutes for an employee to take a course using a kiosk or shared computer.

"It's very easy for them to use because all they have to do is follow the instructions," said St-Pierre. "Our employees are better, faster, they know what to do, how to respond to customer needs, and do whatever is expected of them."

- **Accelerated Onboarding:** With Integrated Talent Management, new hires are brought up to speed more quickly, allowing them to hit the ground running. New cashiers, for example, are ready to start serving customers in half the time. They spend just an hour and a half taking online courses combined with three or four hours with a trainer compared to an 8 to 12 hours of training with a trainer. What's more, the solution enables new cashiers to practice using a cash register and talking

## **Sobeys Quebec's solutions at a glance**

### **Ceridian Integrated Talent Management**

A fully integrated, highly customizable solution that combines performance, learning and succession management into one powerful system—improving efficiency and effectiveness as well as generating critical business intelligence.

This scalable, bilingual solution helps you efficiently and effectively ensure you have the right people for the right work at the right time. Develop a winning workforce while saving time, cutting costs, mitigating risk, ensuring compliance, and improving employee engagement and retention.

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to customers, making for a less nerve-wracking first day on the floor.

“Our employees don’t have to guess anymore,” St-Pierre said. “They can confidently and safely complete their tasks.”

- **Reduced Turnover:** Integrated Talent Management has empowered employees to take charge of their own destinies, actively seeking and requesting specific courses that will improve their career prospects with the chain. Sobeys was able to decrease turnover, a feat St-Pierre credited, in part, to the solution.
- **REAL Integration:** Integrating talent management with Ceridian Insync, Sobeys’ payroll solution, has eliminated a significant amount of administrative and management work.

“We haven’t just reduced the task of entering and removing employees from our talent management system, we’ve completely eliminated it,” said St-Pierre. “The moment we have a new employee registered in payroll, they’re already registered for training and can access the system. There is literally no management work. Likewise, if an employee is terminated, their access to our training system is automatically terminated. It saves so much time!”

## A CLEAR PATH TO A STRONG FUTURE

Sobeys Quebec aims to continue making improvements to its talent management system.

In addition to the Ceridian Learning Management module of Integrated Performance Management already in use, Sobeys Quebec’s corporate offices are already using the Ceridian Performance Management module.

They are working to develop specific curriculums for employees aspiring to become managers. Sobeys also plans to use Integrated Talent Management to identify training gaps that could negatively impact its bottom line.

“It’s going to be fantastic when we have everyone using this system,” St-Pierre added. “It’s a fantastic tool. It’s fun to use and it works.”

Ceridian Canada is a human resources solutions provider that helps clients optimize their workforce, reduce costs and save time by finding, paying, developing, engaging and deploying their talent. With 40 years of experience, proven expertise and recognized service excellence, Ceridian is a trusted partner to 40,000 Canadian customers.

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## RESULTS SNAPSHOT

### On the Solution...

#### Integrated Talent Management

- One unified data model, one user interface across all functional components
- Fully-enabled functionality with pre-loaded, integrated content (Business Edition only), bilingual versions (English/French), integration with payroll
- Ceridian integrates competencies into all functional areas to deliver quantifiable insight into the skills and abilities necessary for the company to fulfill its vision
- Easily integrates with other Ceridian HR and payroll solutions

