

Abstract:

One of the world's largest banks had invested heavily in their HR-IS infrastructure for ca. 50 countries in the EMEA region. They felt that they didn't leverage the technology they had as much as they should, and were lacking consistency across countries. They also were not sure how their standards compared to market benchmarks. They set up a project with the goal to make their HR-IS and HR shared service centre competitive against external providers and provide better support for managers and employees throughout the business. iProCon HCM consultants helped them to provide a benchmark, identify opportunities (quick wins and long term vision) and set up the transformation agenda.

The Challenge:

One of the world's largest banks runs a HR-IS unit and HR shared service centre for various business units in more than 50 countries across the EMEA region. They use the HCM solution of a leading ERP provider at the core of their architecture, but also software from various vendors for different processes and for local payroll.

They knew that HR-IT didn't support managers and employees in the business as effectively as they wished, and that there were efficiencies to gain for the HR shared service as well. They were unsure how they compared to other organisations of their size, how big the opportunities were, and how to approach an improvement project.

The vision was to be able to beat external providers on cost and service quality within 4 years and to implement controls to support continuous improvement of HR technology and shared services.

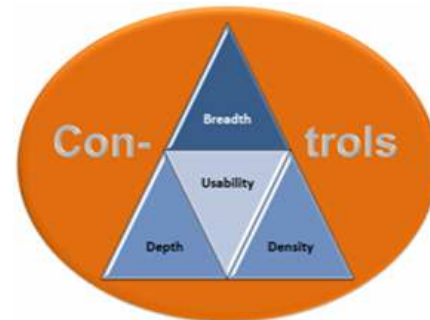


Our Approach:

After establishing the vision, iProCon HCM started with a high level as-is analysis, which indicated as the most important opportunities:

- Consistent usage of web based applications for employees and managers (Self Services) to help them do their day to day business better and drive efficiencies for the shared service at the same time.
- Putting in place consistent controls including customer surveys to assess the quality and efficiency of the service, as this had previously been done based on isolated figures and gut feeling.
- Gaining a better understanding of what the business (managers and employees) really need.

The workstream on new applications including self services led to a benchmarking study to compare the client's current state with state of the art HR-IS along the 5 dimensions of a framework developed for this purpose:



Unlike other studies, this framework didn't only measure the breadth (number of processes supported), but also depth (how often is the system really used) and density (integrated user experience). The largest opportunities turned out to be in the 2 last dimensions. Based on the benchmark and business requirements, a list of 30 quick wins and 25 longer term opportunities was derived, ranging from online address change to a standardised and integrated recruitment process.

A framework of controls required for continuous improvement and for tracking the benefits of the program was also developed.

Finally iProCon HCM developed a high level transformation strategy and started the process of gaining customer insight.

The Solution:

Each of the opportunities identified would result in one or several projects ultimately leading to a consistent HR-IS serving the needs of the business. This program was started in 2008 after a reprioritisation towards financial quick wins had taken place, owed to the financial pressure in the industry.

The process was accompanied by the measures of the transformation plan aiming at getting buy-in from users, local managers and top management. One of the most important achievements was raising awareness of the importance of customer insight as a natural source of competitive advantage against external providers.

