MANAGING HUMAN CAPITAL ON THE CLOUD

How HR support operations transformation for an Australian banking and financial services major enabled seamless adoption of cloud based HR management system (HRMS)

Abstract

Infosys BPM helped an Australian banking and financial services major achieve strategic workforce management capabilities by aligning HR support operations to a cloud based HRMS from day-1 post go live. This unlocked potential for capacity reduction and productivity improvement.

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Infosys BPM's client is a major banking and financial services organization in Australia providing consumer, business, and institutional banking and wealth management services through a portfolio of financial services brands and businesses.

A broken experience

To keep up with the times, every organization needs to adopt new ways of working, and to technology that supports them. To engage employees and improve the HR experience, the client had decided to migrate to a cloud based HRMS. The technology platform change meant that the HR support operations providing business and technology support must be prepared from day-1 post HRMS cloud go-live.

However, in the current tiered setup (L1, L2, L3 and specialist support), HR support operations had siloed teams with different ways of working and different incident management systems. This led to several challenges such as:

- Little or no end-to-end visibility of an end user / employee request

- Lack of accuracy in effort estimation that also hindered understanding the capacity and capability implications of the HRMS cloud implementation

- Routine admin activities being performed by every team even if unrelated to their functional area

- Mismatch in the alignment of job roles and activities to be performed due to legacy ways of working

- No single point of contact for employee queries. Depending on the function area of support, employees had to reach out to three different teams as the 1st point of contact

Needless to say, the employee experience was below par and utilization of HR support operations was sub optimal and needed immediate remediation. And so the Infosys BPM team got onboard.

Getting up to par on HR support

The Infosys team helped the client understand the capacity and capability implications of the technology change on HR support operations, identified ways to improve the current operating model, and developed a target operating model.

The Infosys approach was to overlay business process design of the new HRMS cloud over the current operating model of the HR support operations. This would help identify changes – is there a need to bring in new processes? Should the existing processes be changed? What would be the workflow for control and technology? For the purpose of this engagement, the assessment was restricted to two areas:

1. **Fix-on-fail Queries** - typical employee support requests related to system navigation, how-to queries, etc.

2. **Admin Activities** - procedural, well-defined, periodic activities that have to be performed for the upkeep of processes and systems.

The following exhibit summarizes the overall scope.
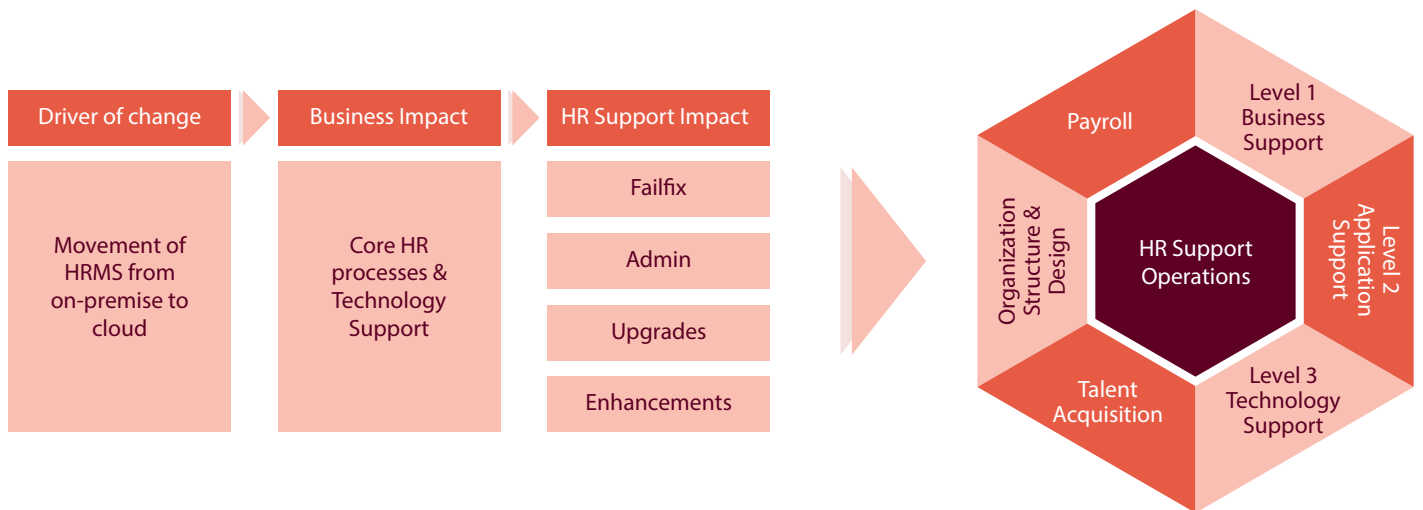
Depending on the data availability, we leveraged bottom-up (activities based) and top-down approach to calculate capacity implications of the system. This helped us:

- Arrive at capacity calculations for the adoption state (stabilization period of 6 months post HRMS cloud go-live) and steady state using a mathematical model

- Develop a view on HR support operations capacity rationalization based on the proposed technology roadmap for consolidation into the system

- Identify automation use cases such as chat-bot for smart triaging and automated ticket creation, background checks, offer letter generation, etc.

- Define end-state target operating model based on following design principles agreed on with the client

- Propose a central, cross-functional, scalable HR services hub as a single window for resolution of all employee support queries and execution of admin tasks

- Develop responsibility split (RACI - Responsibility Accountability Consulted Informed) matrix for the system technology support for different teams spread across business and IT

- Provide different organization model options for transitioning to the proposed target state operating model to enable executive decision making

Employee experience	Single window of contact for all types of employee support
	Cluster and align similar work together to minimize handoffs and increase collaboration
Economies of scale	Consolidate similar pieces of work together to drive upfront and ongoing efficiencies
Scalability and flexibility	Create more capacity to absorb changes by creating a single, sizable team
Career path	Larger, more diverse portfolio provides a richer experience across various areas of HR and also more possibilities for aligning career path within support operations or outside in core areas

The rewards of foresight

As a result of proactive thinking, the client's HR support operations were able to hit the ground running after the new platform went live. The team was also able to determine a potential capacity reduction of 16.7% over two years as a result of proposed feature consolidation into HRMS cloud. The identified automation and chat-bot deployment areas will also potentially drive 20–40% of productivity improvements. In addition, the new HR service hub provides opportunities for team members to build skillsets in diverse HR functional areas and also specialize in a particular function.

Also, the mathematical model developed by Infosys BPM would continue to serve as a fact-based baseline for future efforts to assess HR support operations capacity modeling.

The success of this implementation cements the belief that the right partner can identify hidden opportunity areas and deliver transformation that supports overall organizational strategy.

For more information, contact infosysbpm@infosys.com

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