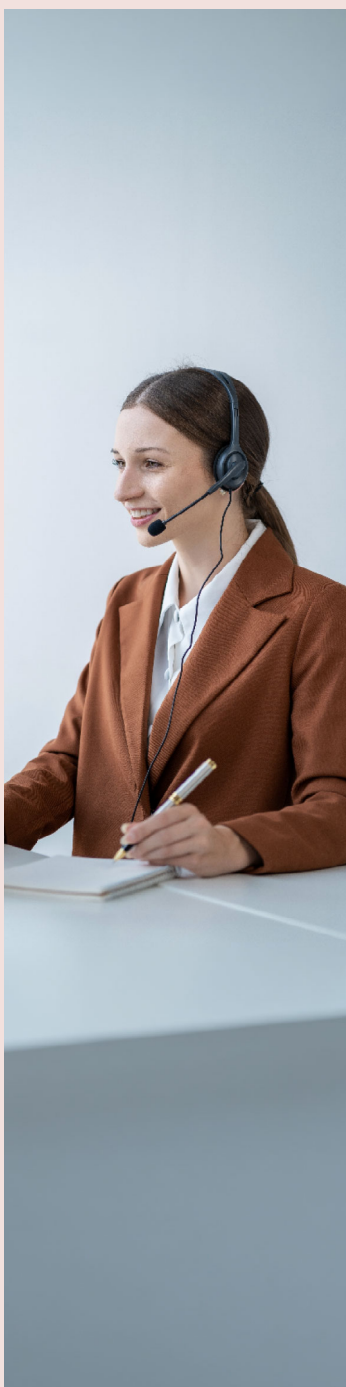




REIMAGINING HR SERVICE FLOWS

How Infosys BPM helped a banking giant optimise its HR contact centre operations

Abstract

Jennifer Rodricks, VP of Service Adherence & HR Operations at a leading US financial institution, needed to improve service levels across an HR contact centre supporting 38,000 employees. Long wait times, a slow average speed of answer, and a rising call-abandonment rate were affecting the operation. She turned to the organisation's long-standing partner Infosys BPM for help. This case study details how Infosys BPM combined lean transformation, AI-enabled tools, and operational standardisation to transform the contact centre. The programme reduced lead time by 54%, enabled the team to answer 85-90% of calls within 60 seconds, lowered the call-abandonment rate to below 5%, and sustained performance above target for more than nine months.



Too many calls on hold

Jennifer Rodricks is the VP of Service Adherence & HR Operations at a leading US financial institution. She leads the HR contact centre supporting the company's network of 38,000 employees. She manages a team of more than 100 people while overseeing service quality and operational excellence.

Every day, thousands of employees rely on Jennifer's team for timely support with payroll issues, benefits queries, leave requests, and workplace concerns. Every interaction the team has with employees directly affects workforce productivity, trust, and the overall experience. Ensuring that employees can connect with an HR representative and receive timely support is therefore as much a business priority as it is a service objective.

Recognising the critical nature of the

operation, Jennifer had established key performance parameters for her team. One important metric was the average speed of answer, with a target of answering 85% of all incoming calls within 60 seconds. However, the team rarely came close to meeting this target. Only 15–38% of calls were being answered within 60 seconds. This performance gap increased wait times and the call-abandonment rate, creating dissatisfaction among employees.

Initially, Jennifer assumed the issue was linked to a lack of capacity. Based on call volumes and service demand, she concluded that the HR support function was not keeping pace with the organisation's growing workforce. Yet, despite efforts to improve performance, the results remained largely unchanged. She soon realised that declining service

levels were likely being driven by deeper operational issues that were not immediately visible through routine assessments.

Determined to restore the team's service performance, Jennifer decided it was time for a more fundamental review of the HR support operation. Fortunately, she already had a trusted transformation partner by her side. Infosys BPM had been supporting the organisation's HR operations across payroll, benefits, leave management, and employee relations, and had developed a strong understanding of the business and its operating environment.

Jennifer reached out to Nandini Pai, the Infosys BPM Project Lead, seeking support to uncover the underlying causes of the deteriorating performance and redesign the service model from the ground up.

Clearing up the call lines

With the project brief clearly defined, Nandini assembled her team to conduct a comprehensive assessment of the HR contact centre operations. The team studied the process flow and examined each step in detail. It then adopted a lean-led

transformation methodology to evaluate the existing processes, identify underlying gaps, and develop a comprehensive solution.

To begin, the team conducted detailed

Gemba observations and value stream mapping exercises, carefully tracing the journey of an employee query from the moment a call entered the queue until it was resolved. Through this analysis,

the team found that a typical employee interaction took more than 20 minutes, yet less than half of that time created value, resulting in delays across the process.

Much of the total lead time was consumed by manual ticket creation, lengthy after-call work, repetitive searches across outdated knowledge repositories, unnecessary movement among multiple systems, and prolonged waiting within the workflow. The team found that a single waiting step consumed 198 seconds of the overall process time.

Together, these inefficiencies increased average handling time, created queue build-ups, raised the call-abandonment rate, and prevented Jennifer's team from meeting its service-level targets.

The team also found that queries with greater procedural complexity, such as payroll and employee benefits, recorded disproportionately high average handle times compared with other service lines. The issue was particularly pronounced among new team members, who often

relied heavily on subject matter experts or spent considerable time searching through lengthy knowledge repositories before resolving employee queries.

Armed with these insights, Nandini and her team shifted their focus to building solutions that would eliminate process waste and restore operational flow. Before starting, Nandini instructed the team to use the PICK framework to zero in on the highest-priority problem areas based on their potential value and ease of implementation.

Approach Summary



Conducted Gemba, value stream mapping, and root-cause analysis



Identified and eliminated non-value-adding activities within the workflow



Standardised product and process training system



Restructured lengthy knowledge repositories and SOPs



Set up an AI-enabled keyword search



Introduced digital coaching through CoachMate



Developed an automated ticket creation model



Deployed a peak-load staffing model



Established a real-time visibility dashboard



After developing the prioritisation matrix, the team used the SCAMPER design thinking methodology to map relevant, flow-restoring solutions for each root cause identified through its lean assessment. This approach helped the team create a focused plan to challenge every non-value-adding activity within the workflow and redesign processes to reduce average handle time.

To implement the plan, the team first focused on strengthening advisor capabilities across the operation. It redesigned the entire product and process training system, establishing a common execution standard for every advisor. The team also tagged documents by priority and simplified lengthy standard operating procedures into intuitive process flowcharts, enabling advisors to navigate processes more easily.

To further reduce dependency on subject matter experts, the team introduced an AI-enabled keyword search capability. This enabled Jennifer's HR advisors to retrieve relevant information within

seconds instead of navigating extensive knowledge repositories. To reinforce these improvements, Nandini introduced CoachMate, a digital coaching platform that provided advisor performance insights and personalised coaching recommendations.

After strengthening advisor capabilities, Nandini turned her attention to improving operational flow. The team used long-term forecasting to introduce demand-based staffing and peak-load scheduling, ensuring that staffing levels aligned with actual call volumes.

The team also worked to eliminate repetitive administrative tasks by automating ticket creation using existing employee data and established patterns. To address excessive after-call work that was increasing average handle time, it created a standardised framework with structured note templates. This enabled advisors to complete each interaction more quickly without compromising quality.

Following these changes, Nandini established a robust governance cadence

to sustain the redesigned operating model. She instructed the team to provide Jennifer and other supervisors with real-time visibility into the health of the contact centre.

The team set up live dashboards that continuously monitored queue lengths, call durations, and after-call work trends. A built-in all-hands on deck trigger automatically alerted support teams whenever call volumes exceeded predefined thresholds. This enabled Jennifer and the supervisors to proactively redistribute resources and prevent queues from growing into larger service disruptions during peak periods.

Finally, Nandini worked with Jennifer to establish a daily and weekly review cycle for monitoring key metrics, identifying emerging bottlenecks, and refining processes. To reinforce adoption of the new operating model, they complemented this cadence with a structured rewards and recognition programme that encouraged the use of the new ways of working across the HR contact centre.

When the lines are all abuzz

Once the redesigned operating model became part of day-to-day operations, Jennifer quickly saw a significant improvement in the HR function.

The earliest gains were visible in operational performance. By eliminating non-value-adding activities and standardising

processes, Nandini's team reduced overall lead time by 54% and cut cycle time by half.

Jennifer's team spent considerably less time searching for information, documenting interactions, and navigating multiple systems. This enabled advisors to resolve employee queries faster and

more consistently. These operational gains translated into lower average handle times across the contact centre, particularly for complex HR functions such as payroll and employee benefits, which had previously experienced prolonged interactions.

Key benefits



54% reduction in lead time



50% reduction in cycle time



85-92% calls answered within 60 seconds



Call-abandonment rate reduced to below 5%



Customer satisfaction increased to 90–97%



Cost avoidance equivalent to four full-time employees



Performance sustained above target
or more than nine months



As conversations became shorter and workflows smoother, queues began clearing faster. This gave the team greater capacity to answer incoming calls more quickly. The team soon began answering between 85% and 92% of incoming calls within the 60-second window, a considerable improvement from the 15–38% range it had previously recorded.

As wait times decreased, the call-abandonment rate fell from 35% to below 5%, helping restore employee confidence in the HR support function. These improvements were also reflected in customer satisfaction scores, which increased from 50–63% to 90–97%.

The efficiency gains translated into

measurable business value. The redesigned operating model delivered cost avoidance equivalent to four full-time employees, allowing the organisation to absorb demand without expanding headcount. This demonstrated that flow-optimisation initiatives could deliver greater service improvements than increasing capacity alone.

One of the most valuable outcomes was the sustainability of the optimised operating model. The contact centre continued to perform above its service targets for more than nine months following implementation.

Nandini and the team also created a detailed learning and replication playbook

to help extend the optimisation approach across other HR functions and inbound support environments. The playbook captured the project's key learnings and included a replication kit, along with clear guidance for using embedded knowledge, AI-enabled coaching, and standardisation to drive long-term improvements across functions.

Pleased with the outcomes, Jennifer formally recognised Nandini and her team for transforming the HR contact centre into a faster and more resilient operation. The project also received recognition from the organisation's leadership for its contribution to improving service levels, employee experience, and operational excellence.

**Names have been altered to preserve the identities of the people involved.*

For more information, contact infosysbpm@infosys.com



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