



Part of the **MORSE** group

Agenda

- Introduction and context
- Why should organisations consider self-service?
- What are the issues you will need to address?
- How can those issues be addressed?

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What We Do



Strategy Translation



Business Process & Technology Excellence



Transforming IT Performance



Information Management



Application Lifecycle Management

What We Deliver

- Sustainable business benefits
- Assertive consulting partnership
- The right technologies and services for your business
- Talented people that speak your language



Our HCM Practice

- **Unique:** blend of HR Business and Technical Consultants, Solution Architects and Programme Managers with substantial consulting, industry skill and experience
- **Experience:** Implementing large and small clients right now – from 50 employees to 50,000 +
- **References:** A wealth of client references across the public and private sector, including: Wolseley, Vodafone, MOD, Tarmac, Warburtons, Cable & Wireless, Inland Revenue
- **Pro-Active:** Product Information & Thought Leadership Events
- **Partnerships:** Established partnerships with the major HR ERP vendors



Diagonal And Oracle

- Partnership and references going back over 12 years
- Certified Advantage Partner for E-Business suite and Technology– highest level available
- Full range of Oracle products and services with focus on HR and Customer Hub
- Integration with infrastructure

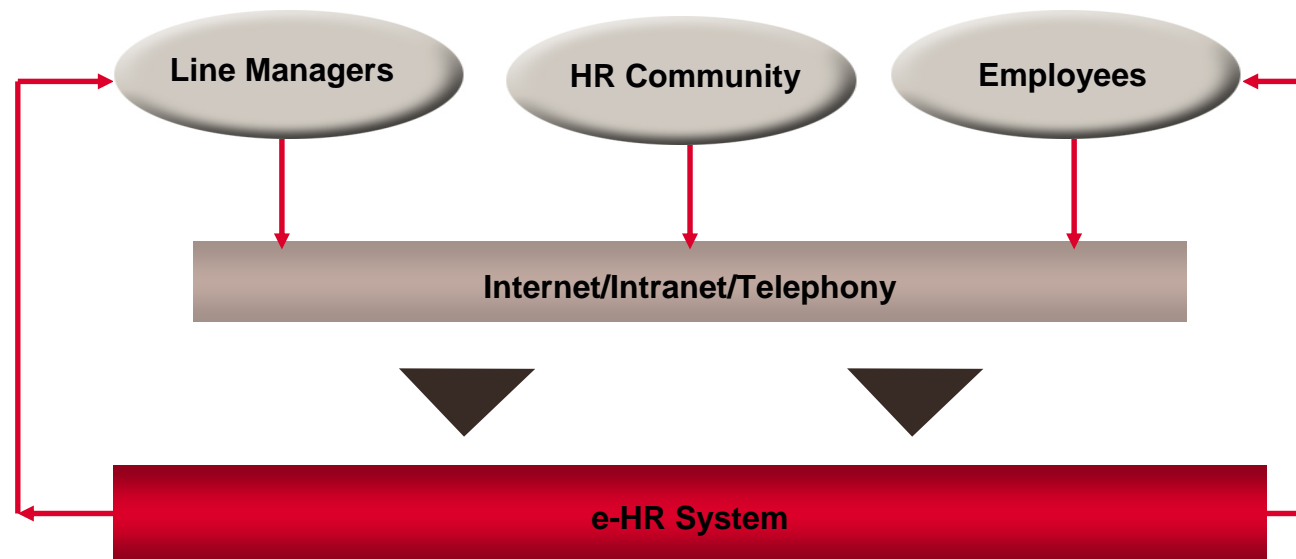


What is e-HR Transformation?

“In the context of e-HR, we regard transformation as the capability to develop and fuse HR knowledge and practices with the newly-acquired technologically-based solutions. ”

Martin, Alexander and Pate, 2005

Basic e-HR System



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Key HR Drivers



Operational Driver

to make itself more cost effective by reducing the costs of its services and headcount



Relational Driver

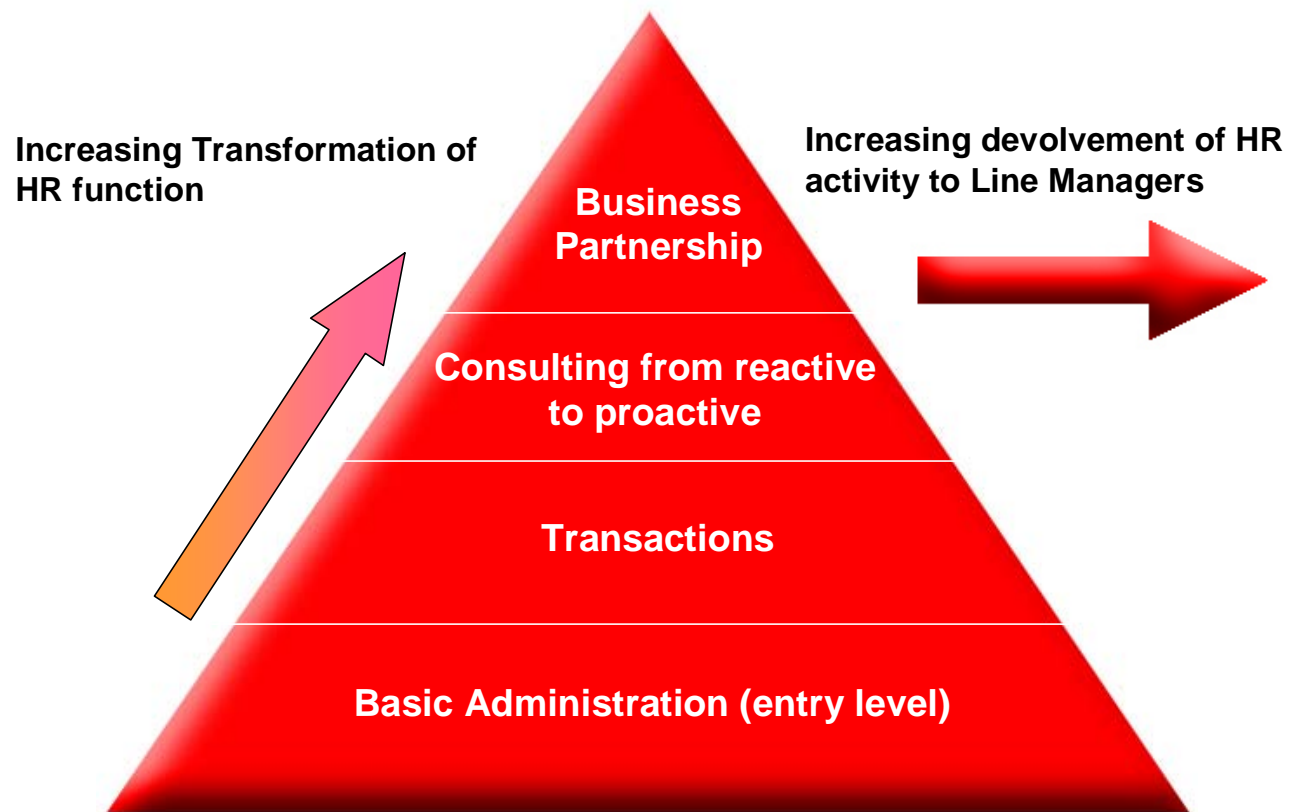
to improve its services to increasingly demanding line managers and employees



Transformational Driver

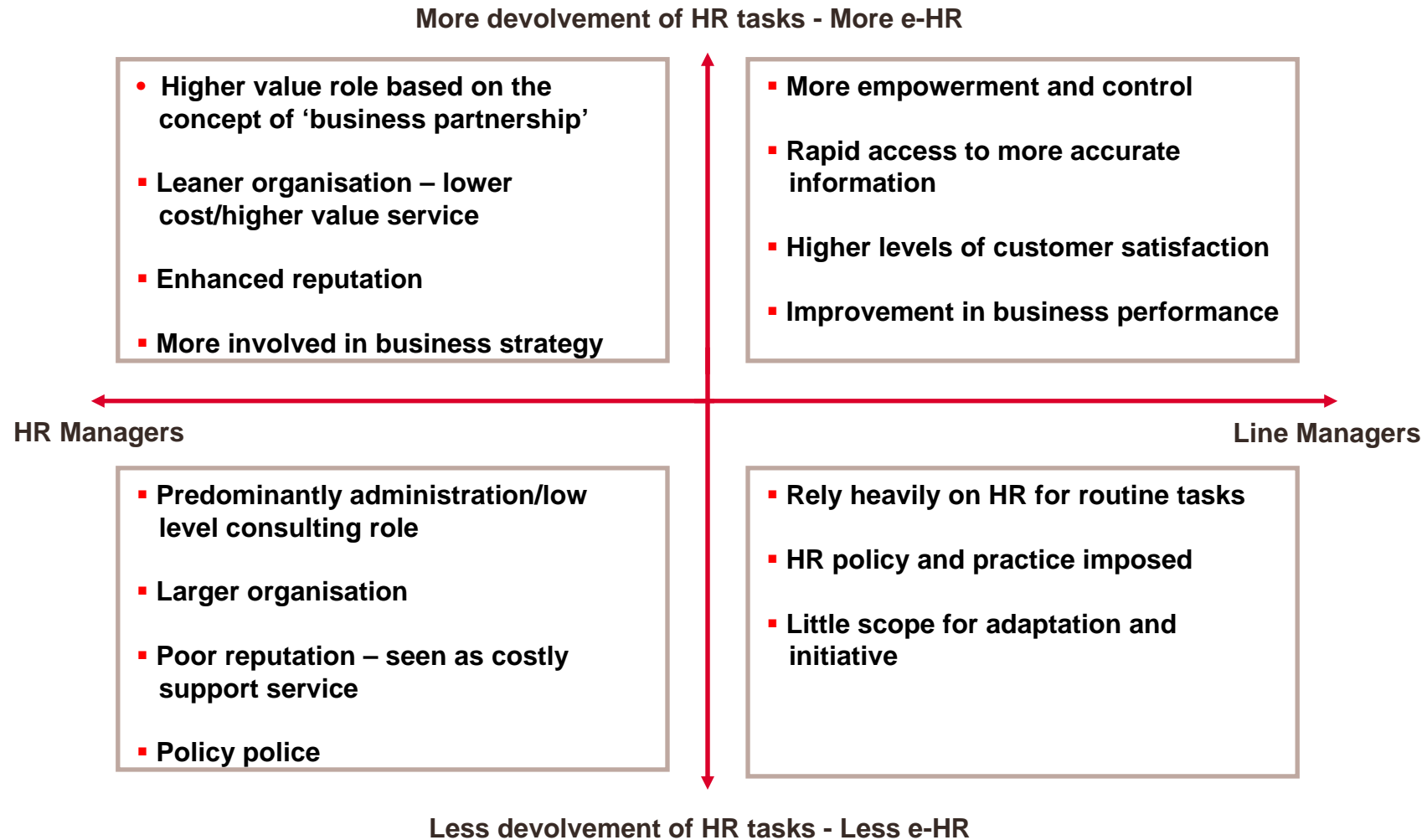
to address the key strategic drivers of the organisation

HR Value Pyramid



Adapted from Reddington et al, 2005

Contrasting Impacts of e-HR and Self Service



Potential Benefits

- Helping to provide a cost effective HR function
- Supports the change in role of HR
- Provide a better service to business and enhance HR's reputation
- Enable line management to do a better job with access to the right information
- Facilitate a culture of communication, satisfied and loyal employees

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The Superlatives of e-HR

“e-HR is a pot of gold. In year one of the project, what we have is a guaranteed cost reduction of 10% of our HR spend and 15% in subsequent years.... We’ve had no resistance from staff or line managers. Every employee recognises that the web is very much the way we have to do business round here. So e-HR is embraced rather than pushed back. If there’s a problem, it’s that our customers, both external and internal are demanding greater enhancements and improvements to our e-HR capabilities. I think I’m in the lucky position where our internal customers can’t get enough of e-HR, which is a great measure of success.”

Ruddy, 2002

Paradox

“If the basic HR processes such as administrative activities are not in good order, especially on sensitive issues such as executive pay, no strategic contribution is likely to be considered of value until the administrative problem has been fixed....

Perversely, HR teams, which concentrate on administration tend to be criticised as ‘reactive’ and are regarded as a cost.....

One way of resolving the paradox is by taking good care of routine HR responsibilities through information technology, so HR departments can concentrate on high value-add activities.”

Linda Holbeche *Aligning Human Resources and Business Strategy* (2001)

Thought Leadership Agenda - HR Directors Forum

“Does e-HR enhance your reputation?”

“If HR is to be a serious player and earn the respect of a strategic partner, then it needs to understand the business and gear its responses to operational benefit and outcome. A HR product that is designed without this is pointless.”

Martin Tiplady – Metropolitan Police HR Director (2006)

“One of the biggest challenges of any e-HR journey is making sure that the HR community and line managers ‘get the plot’ and really understand and buy-in to the new ways of working that e-HR brings.”

Martin Reddington – Fellow of Roffey Park Institute (2006)

Thought Leadership Agenda - HR Directors Forum

“Does e-HR enhance your reputation?”

“Before HR can possess a credible ‘licence to operate’ at the higher levels in an organisation, it must sort out the transactional sludge. And if HR is seen or characterised as being primarily associated with this sludge, the perception of ‘institutionalised devaluation’ takes hold and the task of progressing to the higher level is made all the harder.”

Andy Doyle – Morrison Plc (2006)

“The key to the success and good management of reputation is a clear definition of online activities, communication and management of potential change, access to technology and training, acknowledgement of different needs within stakeholder groups and making sure that HR maintains a balance between adding value to its own activity as well as to others in the business.”

Jason Kiely – Head of HCM Consulting – DCL (2006)

Issues within HR...

“In a recent survey of several hundred managers, designed to gauge perception of HR service delivery, it was very interesting to note that overall the line managers were more satisfied with shared services and e-HR than the HR business partners themselves.

This drew attention to the relative lack of enthusiasm for conveying a positive message into the business by our business-facing team, a problem that was symptomatic of the concerns and resistance they felt towards the changing face of HR.”

Senior HR Manager, Royal Bank of Scotland (2005)

Issues within the line...

“Further down the organisation, we need to work harder in getting across our vision for HR...

The main issue is tackling resistance at the first line manager/supervisor level, and this is where we are focusing our biggest investment currently.”

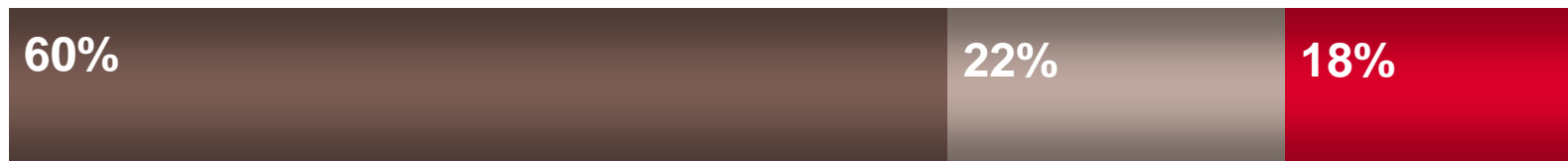
HR Director, National Grid (2005)

Overall Combined Dimension Ratings

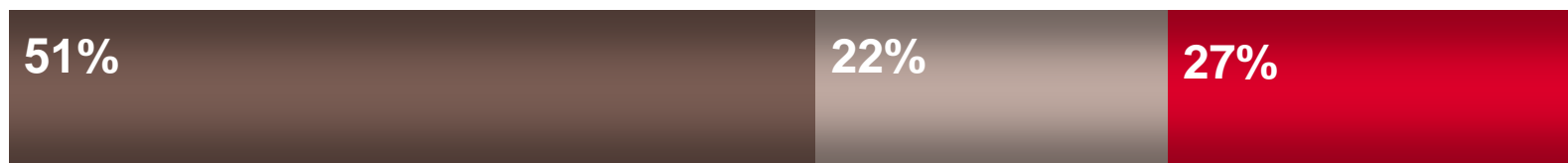
Personnel Management Roles and Responsibilities



Tools and Use



Communication, Support and Training



Response Percentages

Proprietary and Confidential

e-HR: Top 6 Positive Drivers

A		B	
1	HR Policy information	1	Performance Management
2	Career Tool	2	Manager guidance
3	Performance data	3	Performance data
4	Personal employee data	4	Career Tool
5	Compensation data	5	Compensation data
6	HR personal data audit	6	People management

e-HR: Top 6 Negative Drivers

A		B	
1	Sufficient initial training	1	Sufficient initial training
2	Total training	2	Total training
3	Online help	3	Penalise employees who neglect their personal data
4	e-HR meets business needs of team	4	Communications regarding e-HR are useful to me
5	Penalise employees who neglect their personal data	5	Online help
6	Too much time on HR administration	6	Easily find personnel information I need

Line Manager Observations

Increased Workload

“Yes, I truly believe that we are no longer a company servicing our external clients, we’re a personnel development company... Until they fix that problem, HR administration will continue to involve us in spending spend lots of time negotiating moves, administrating moves, because somebody [HR] has an agenda somewhere that doesn’t match the needs of the operations.”

Line Manager Observations

‘Terrible’ training

“The training is terrible, it’s really poor because if that information is available at our finger tips through decent training, then think of the load we would take off the personnel administrators who spend lots and lots of time answering stupid questions.”

Line Manager Observations

Lack of clarity about rationale for e-HR

“The tools have been put down on the table there, but people are very suspicious of what was the reason. There was a lack of training and generally the people were offered some training, but not enough. They [HR] were not convincing because they couldn't really answer all the negative points because when you try to enter into something you need to show a positive side about it and this was missing. They did not explain the implications about putting the tools in place and what was going to happen.”

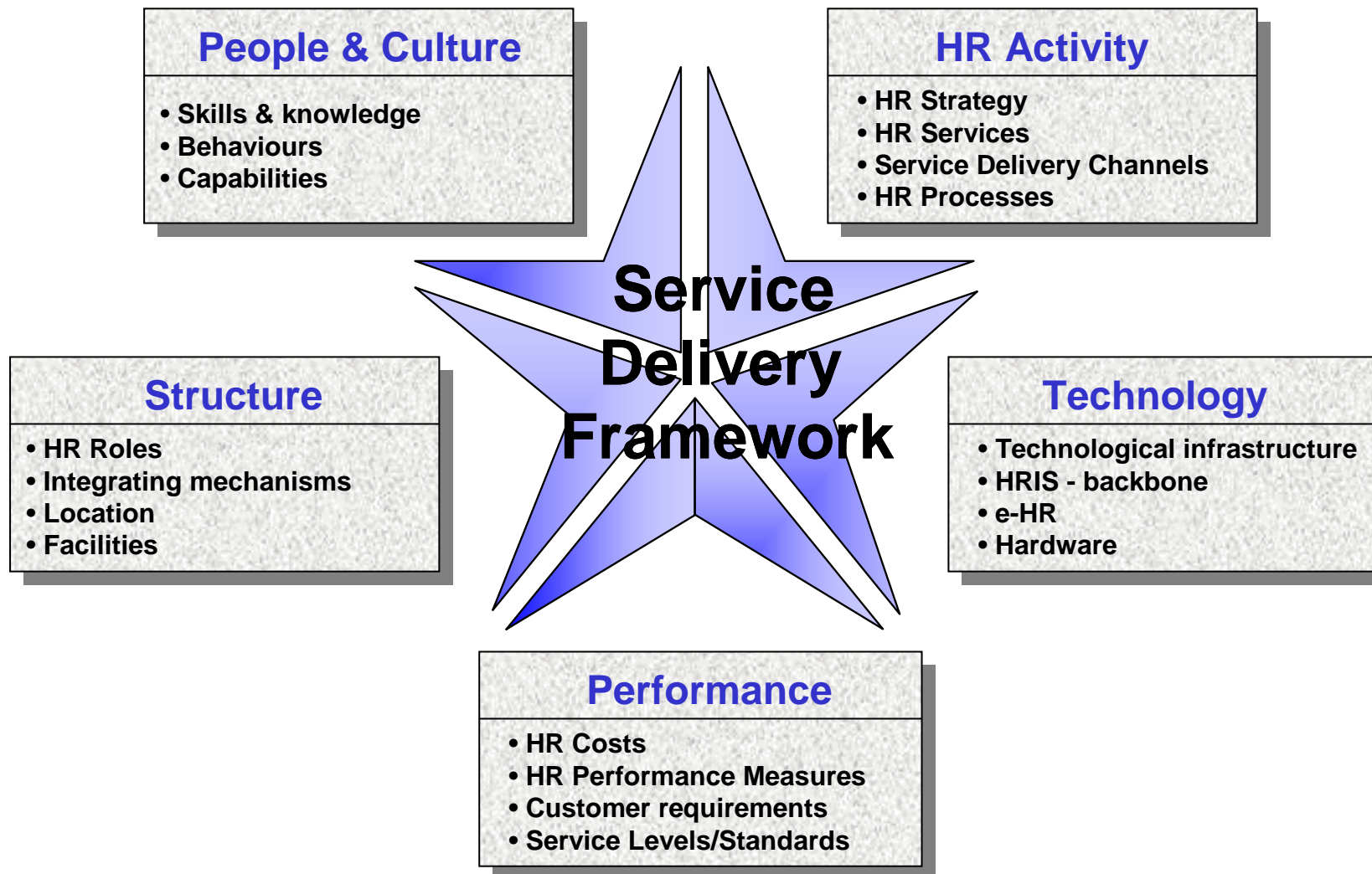
Summary Issues To Address

- Creating an HR led vision that is also owned by the business
- Linking benefits to the organisational agenda
- Providing the right training at the right time
- Reducing HR headcount before e-HR is fully delivered
- Recognising that the line and HR managers will collude
- Addressing the boundary issues within the HR Function
- Investing in the HR Function to build capability
- Investing in the line to build capability
- Communication and keeping people focused on the end benefits in times of ongoing organisational turbulence

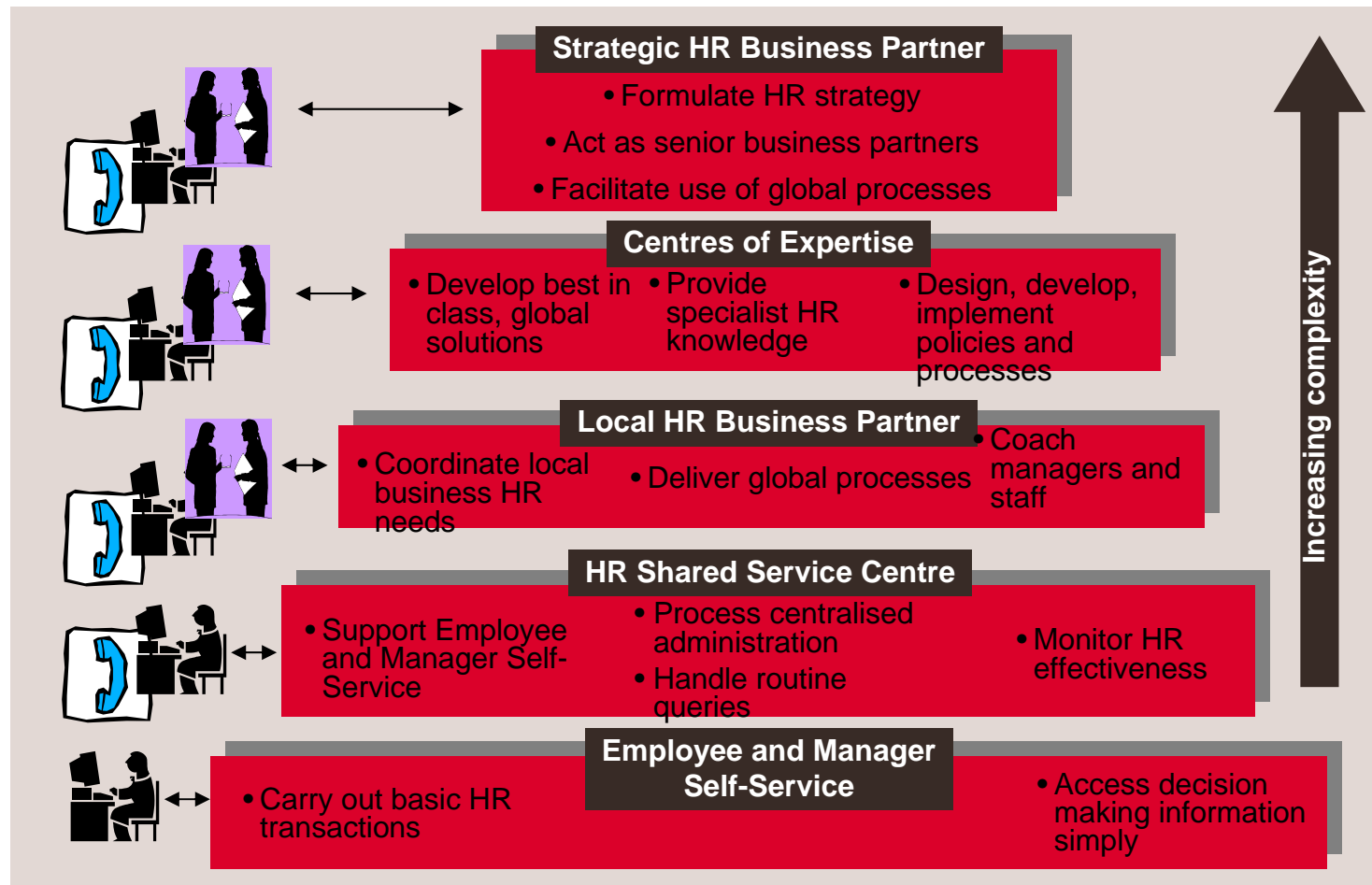
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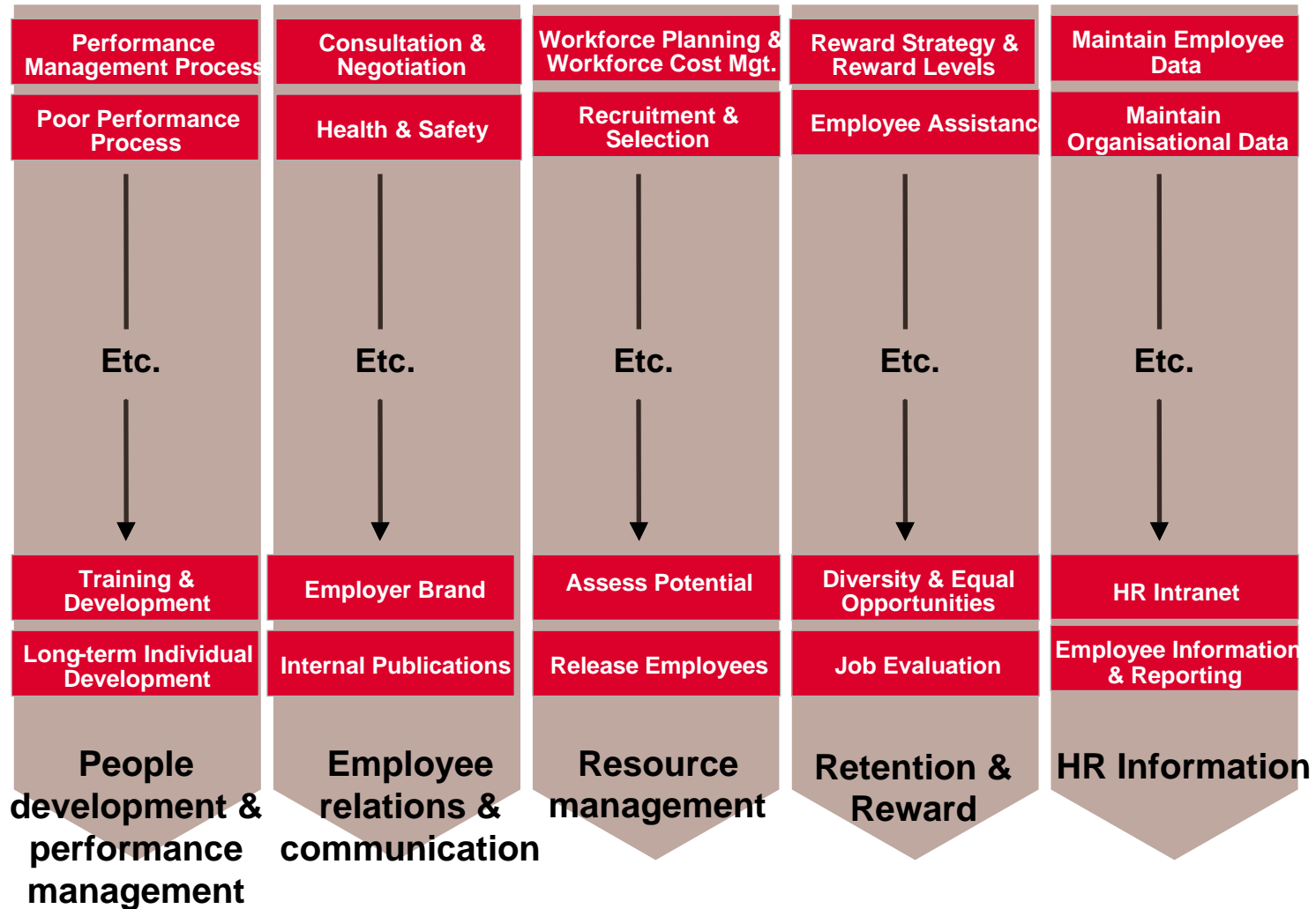
HR Service Delivery



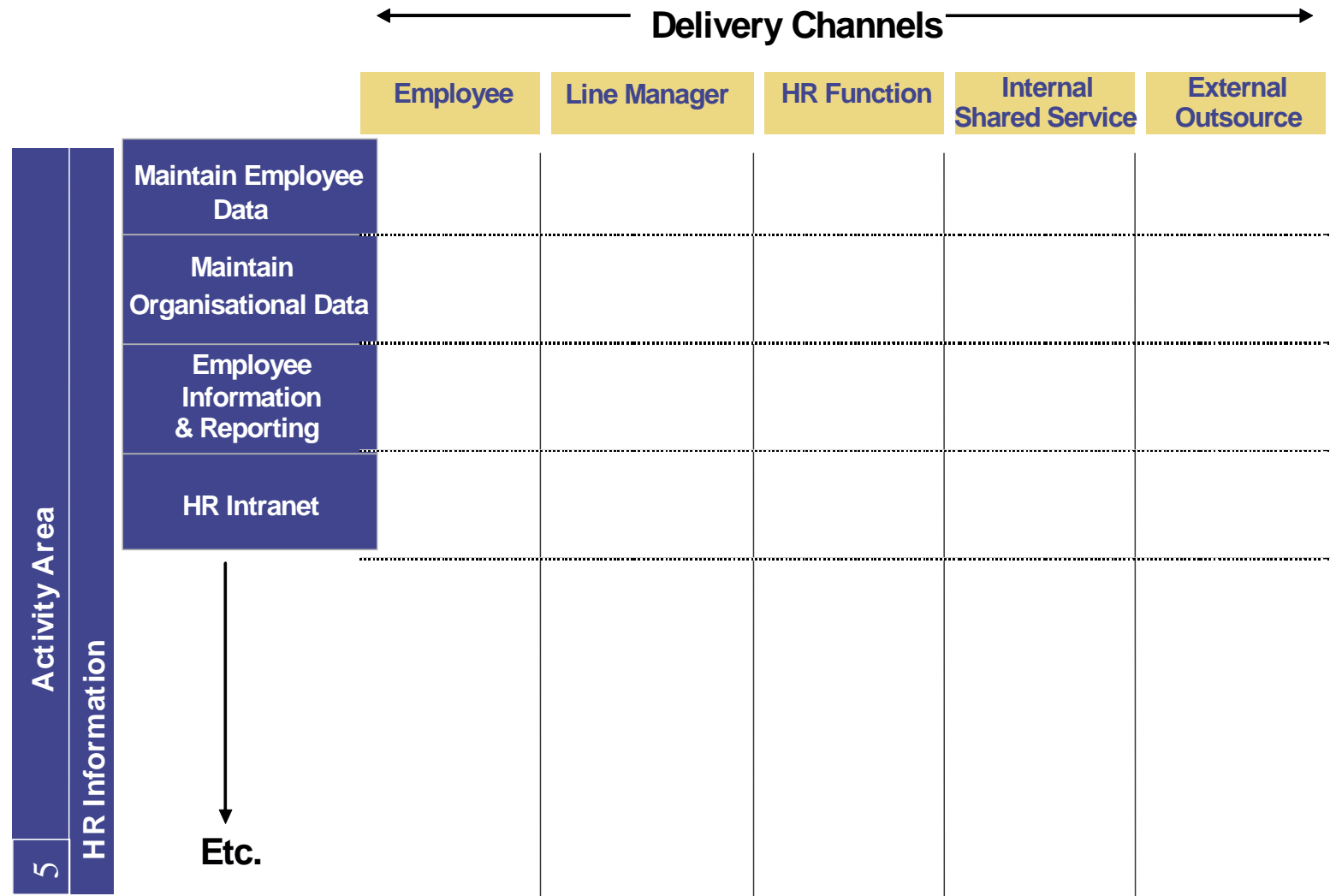
Which Service Delivery Channels Are Best Suited To Which Activities?



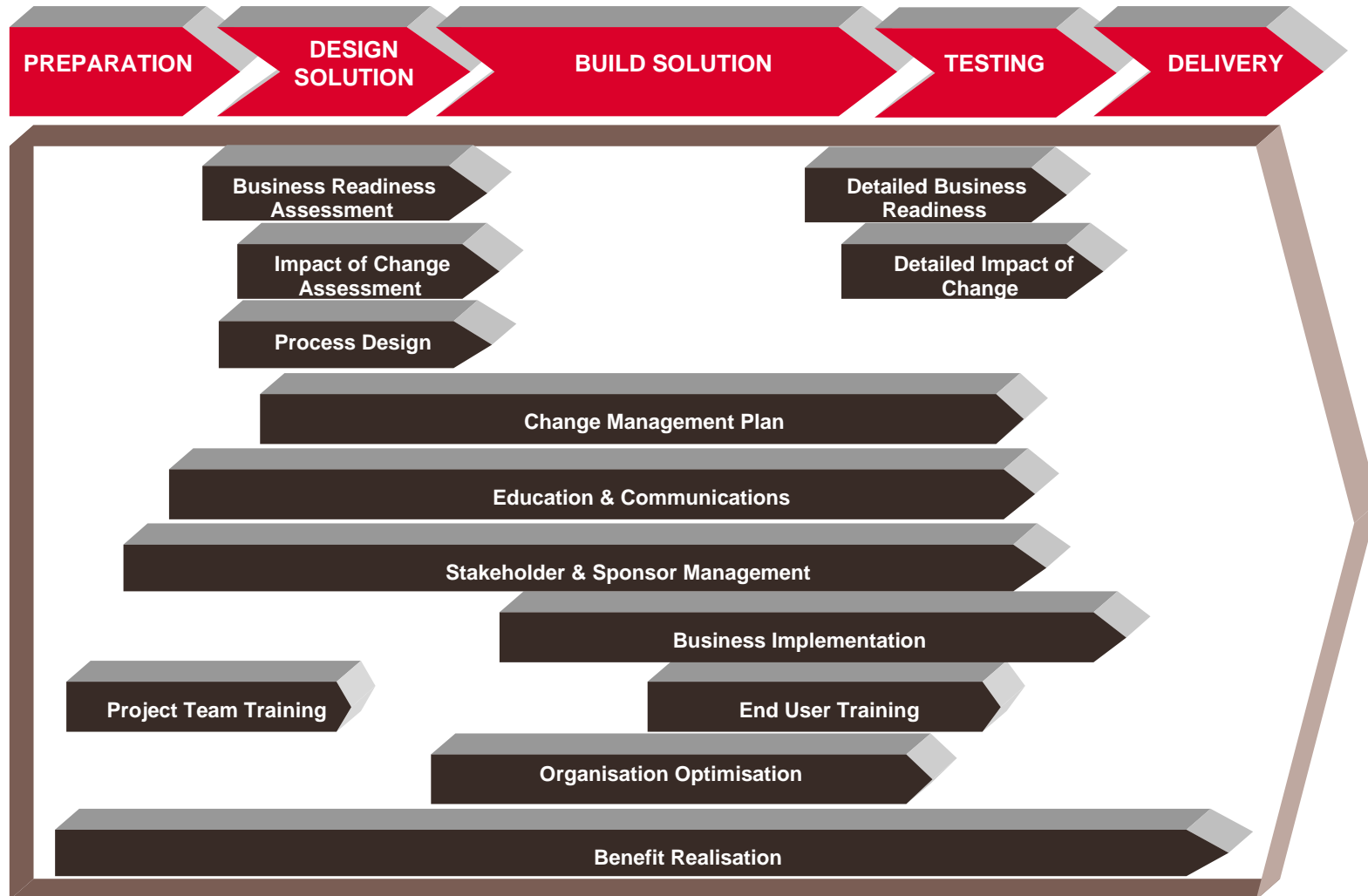
Where Do You Derive Most Benefits?



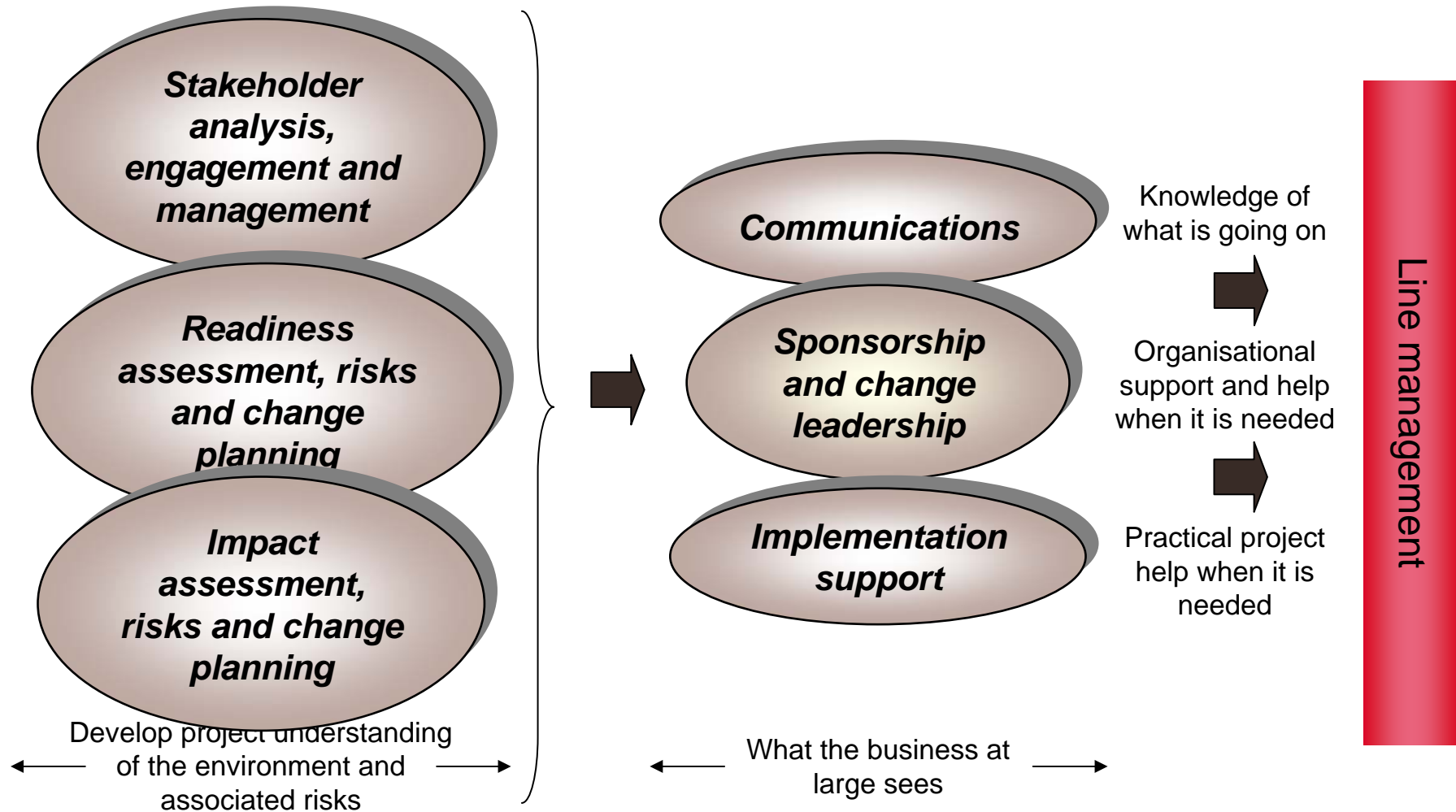
Map The Detail To Deliver Value



Use An Integrated Implementation Approach



Turning The Project Into Business As Usual

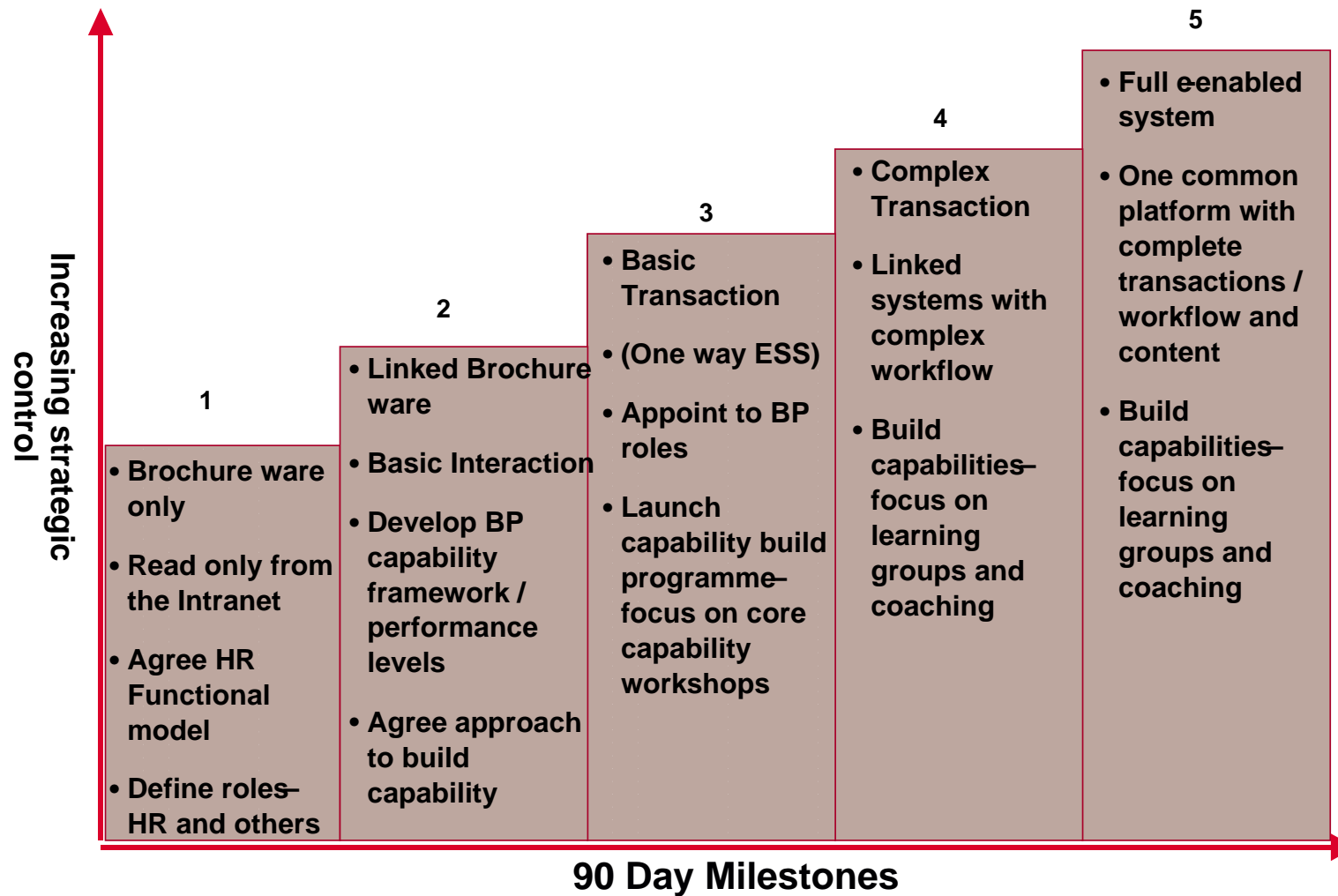


Line management need help to secure commitment and capability

Embedding Business As Usual

Step	Approach
Measure the Benefits	Assess delivery against benefits and take action to address any shortfall
Remove the Old Way	For example paper forms are no longer accepted
Lead from the Top	Either top management or their PAs insist on using e-HR and self-service
Refresh the Learning	Don't be afraid (and plan for) refresher training in the first few months after implementation

Roadmap For e-HR Transformation



Our e-HR Delivery Philosophy

- Think Big

- Start Small

- Scale Fast

Whilst HR needs to be moving from the traditional to the transformed as a function it still needs to perform the basics well.

...And Finally

We'd be delighted to continue the conversation beyond today - whether on a one-to-one basis, to give a talk or run a short workshop for your colleagues/ team around the ideas, tools and experience we have covered today.

Our contact details are shown below – we look forward to hearing from you!

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