



HR Shared Services Implementation

What was wrong?

- HR has historically been very transactional
- HR Consultants spent a lot of time processing paperwork and answering very general HR questions.
- Inefficient use of the HR consultants time.
- HR was not a strategic partner with management
- Lack of standardization amongst the Human Resources Departments

- 6 Operating Units
- 6 Independent / decentralized HR departments
 - HR VP
 - HR Directors
 - HR Consultants
 - HR Specialist
- Recruitment
 - Manager
 - Recruiter
 - Recruitment Coordinators

- HR Department
 - Receive various HR inquiries via phone/ email
 - Payroll inquiries
 - Benefits inquiries
 - Compensation inquiries
 - Process transactional items
 - Policy interpretation
 - Employee relations
- Recruitment
 - Interview/ selection
 - New hire onboarding

Why the Service Center

- Alleviate the transactional tasks from the Human Resources department
- Allows the Business Partner (former HR Consultants) to be strategic partners with their client group.
- Standardization amongst all of the Human Resources Departments
- HR information available to employees 24/7
- Centralized and more customer focused onboarding process

New HR Model

- 6 Operating Units
- 6 HR departments
 - VP of HR
 - HR Directors
 - HR Business Partners
 - Talent Coordinators
- HR Shared Services department (Centralized)
 - Manager
 - Team Lead
 - Representative
- Recruitment
 - Manager
 - Recruiter
 - Recruitment Coordinators

4 New Modules Introduced

Knowledge base:

The Knowledge base is the employee's first point of reference to Human Resources Information including Policies and procedures, Forms, Guides, and Training Materials.

- Most Information accessible via Mobile Devices

Case Management:

This Module will be the initial virtual point of contact for all of your HR questions and solutions System Wide.

Employees and Managers can open cases for any HR related questions or issues and it will be resolved in an

- Web-based call tracking and case management solution
- Dashboard provides a high-level view of items in the system including service group queue, active tickets and reminders
- Cases can be opened through Mobile Devices

OnBoarding:

New Hires will have a virtual and seamless onboarding experience to Inova. Candidates will have the ability to hear from their new CEO, complete New Hire Paperwork, and Sign their offer letter all from the comfort of their home

Off Boarding:

Allows the departing employee to complete an online process of collecting information and provide acknowledgement of individual communications received, along with educational and company-specific content. This module also provides departing employees with important HR information regarding their termination with the company.

- HR Shared Services Center
 - New hire onboarding
 - Receive various HR inquiries via phone/ email
 - Payroll inquiries
 - Benefits inquiries
 - Compensation inquiries
 - Process transactional items
 - Self-service model
- HR Department
 - Strategic partners with management: training and development, department reorganization, employee engagement, employee relations
- Recruitment
 - Interview/ selection

Implementation Timeline

- July through December 2013
 - Data collection and process design for knowledgebase, case management and onboarding modules
- 2013
 - May 31st - Contract with vendor signed
 - July 24th – Project kick-off meeting
- 2014
 - January through March – Prepare and complete the UAT
 - Jan 2nd – Office and equipment needed identified
 - Jan 6th through Feb 28th – Services Center personnel selection
 - Feb 1st through Mar 20th – SOPs setup in the system
 - The week of Mar 17th - Service center “Train the trainer” training
 - The week of Mar 24th – Service Center “Customer Service” training with DDI
 - Mar 31st through April 10th – Business Partner / SME training
 - April 7th - Employee system Training
 - 148 sessions (in-person and webinar training sessions)
 - May 13th - System Go-live

Implementation Of the Service Center

- Project Teams: For each module, we created across functional HR groups from each facility
- Data collection: Inova had started collecting all processes six months prior to beginning the implementation.
 - Over 350 policies, procedures, links and forms were removed from the local intranet and transferred to the service center website.
- Standard Operating Procedures (SOPs)
 - In total, there are approximately twenty topics, over one hundred processes and nearly one hundred standard operating procedures (SOPs).
 - Through the Inova eServices Center, all calls have been centralized to a common location, employees can create cases online and the case will be routed to a subject matter expert if needed. Employees can find information that they need by using the employee self-service feature. This eliminates calling the services center and the creation of a case.

- The Inova eServices Center has centralized the onboarding process.
- Comprehensive online onboarding tours were developed:
 - Welcome/ instructional videos
 - Training schedules
 - Integrated to I-9 vendor
- Candidates can complete their new hire paperwork virtually online
- Candidates visit us to complete all required paperwork. All processes are kept online for candidates and managers to review at any time.
- Hiring managers have access to track the onboarding progress of their candidates
- All processes are kept online for candidates and managers to review at any time.

Communication Plan

- January/ February 2014
 - Implementation and communication plan to PC/Admin Council
- March 2014
 - CEO emails to management
 - Management Team Meetings – announcement of Service Center
- April 2014
 - Fliers posted in employee break rooms
 - Management Team Meetings – Demo of system
 - Management handouts – FAQs and talking points to employees
 - Brochures mailed to employees homes
 - Department presentations by HRBPs
 - Employee training communication
- May 2014
 - Employee communication (email and intranet) - Service Center now open
 - Management Team Meetings – Training availability updates
 - CEO Email - Service Center now open
 - Service Center Contest (Prizes: I-pads and lunch totes)
 - 756 cases submitted as of June 30th
 - 4619 knowledgebase searched as of June 30th
 - Flyer to New Hires (ongoing)
 - Handouts / Posters posted by each Human Resource department
 - Inova Leadership Meeting
- June 2014
 - Management Meeting – Service Center update: Case/Onboarding statistics
- June 2014 to present
 - HR Business Partners and Shared Services meetings to discuss feedback

- Implementation:
 - Keeping the implementation team engaged
 - ✓ Gave team members responsibilities
 - Mass rollout overwhelming
 - ✓ Assistance from HRBPs – Equipped HRBPs with knowledge to pass onto managers and employees concerning process changes
- Underestimated the workload / lack of adequate services center staffing
 - ✓ Hired temporary personnel
- Resistance from HR staff
 - ✓ Educated HR on the benefits of the service center:
 - ✓ Less transactional
 - ✓ Build strategic partnership with client groups/ departments
- Skepticism from employees: Thought HR was being outsourced
 - ✓ Provided meetings held by HR leaders introducing the new HR model: Restructuring of HR staff / Service center reps all Inova employees
- Frustration of learning a new system
 - ✓ Provided detailed training to employees
 - ✓ Single sign-on – no new login to learn

- Employees feel that HR is more accessible, at any time, through the Knowledgebase
- Instant and easily accessible feedback from customers via the Case Management customer surveys
- HRBPs are more productive: less inundated with HR questions
- Data allows us to view the top HR questions/ concerns organization wide
- “One point of contact” for all of your HR needs
- Smoother onboarding process for new hires
- New hires are ready for InovaNew
 - All credentials verified before orientation

How to Improve the eServices Center?

- Continual improvement will result from:
 - Quarterly meetings with HRBP to get their feedback
 - Reviewing all feedback from closed cases and through knowledgebase searches
 - Interdepartmental meetings on process improvement
 - Continued communication and training of HR Shared Services Reps

Questions?