

# **Sarah Turner**

## **Head of HR Service Centre**

**Presentation to Atos Origin  
Shared Services User Group**



# Sarah Turner - Background



- 20 years Operational HR experience
- 12 years with the BOC Group – the largest industrial gas company in the UK recently bought by Linde. Generalist HR experience covering most aspects of HR. BOC were one of the first companies in the UK to set up HR Shared Services in 1999. At leaving I managed the ‘Employee Services’ function of HR Shared Services
- Moved to Xansa – IT Services and BPO Outsourcing. I had 3 jobs:
  - 1. Managed the ‘People Helpdesk’ for the UK based employees.
  - 2. Involved in bid work and client presentations for potential HR Outsourcing opportunities.
  - 3. Managed the move of the UK transactional work from the UK to India

# Sarah Turner - Background



- Moved to RWE – Thames Water and npower in September 2005. Brought in as Head of HR Shared Services to deliver a service for 16,000 employees in both Thames and npower. 160 members of the team – budget of £8m pa.
- However – 2 months after starting RWE announced the sale of Thames Water – focus immediately changed as demise of Shared Services was announced
- In April 2006 I took the decision to take the ‘npower’ road and to change employment status from employee to self employed consultant

# HRSS Key Objectives

- Improve our service such that we deliver operational excellence thereby becoming HR 'supplier of choice'
- Conduct a sourcing review to determine the most effective vehicle for delivery of processes
- Identify and implement opportunities for increased effectiveness through the 'e' enablement of processes
- Seek to encourage process simplification and harmonisation to ensure best practise is deployed
- Create a mindset within HR Shared Services which embraces the concept of continuous improvement

# Summary of findings

## Service to our Customers

Poor understanding of our customers businesses and their needs

Unsatisfactory delivery of service

## Staff

Mixed ability

Inconsistent application of performance management

Some organisation structure changes needed

## Processes

Not clearly defined or well understood

Inefficient and time consuming

# Summary of findings

## Training

Inadequate knowledge transfer at the outset

Inadequate systems and process training for the team

## SLA's

In place with each business but not well understood

Continual under achievement of KPI's

# Summary of findings

## Communications

Generally could be better – to/from the businesses and within our own team

## Systems

A general failing of the service centre

Self Service has not worked due to poor scope and poor design

## Image

Poor image within the business, high profile mistakes still being made

2 steps forward and 3 steps back

Virtually no support from the retained HR community

# Actions and Achievements

## Processes

Design and Launch of Talk HR

Key processes reviewed and inefficiencies discussed with customer base

## Training

Dedicated systems trainer appointed

Attendance by Team Leaders on the Shared Services Leadership, Learning and Development Programme

Talent review instigated – some casualties

# Actions and Achievements



## SLA's

Reviewed with HR Business Partners to understand key KPI's. HRSC team briefings

## Communications

Plasma screens in place in the HRSS showing corporate and HRSS info

Recent issue of HR Bulletin

Appointment of resource from SS Communications to work with HRSS

# Actions and Achievements

## Systems

Better clarity of system issues and engagement with IS team

Intended creation of npower and Thames Water roadmap to include self service options

## Image

Starting to improve but mistakes still being made

Improved relationship particularly after demise of Shared Services

# Divestment of Thames Water

## Suggested Options for npower

1. Create a Corporate Services function to include HR. Consider the inclusion of strategy/policy as well as transactional delivery
2. Create an HR transaction centre at a new location convenient for npower leaving strategy/policy in the business
3. Outsource
4. Leave as is and enter into a commercial arrangement with Thames Water to supply HR transactional activities
5. Consider requirement for an interim solution that would provide continuity of service by existing team

# Outsource Agreed

- Detailed review of Outsource market and providers undertaken
- Detailed review of insource options
- Npower Executive approved proposal to outsource with proviso that in-house proposition be developed as fallback
- OJEU notice issued, RFI issued and responses received, engagement with some potential providers, ITT written in draft format

# Why change

- Not supported in Germany
- No economic case to outsource
- Concern that the current service is not yet stable enough
- Want to retain control and be able to step in if necessary
- Some concern regarding service issues with current outsourced payroll provider
- Don't want to be reliant on a supplier where the service is managed through a SLA

# Agreement to Build in-house

## ■ Objectives

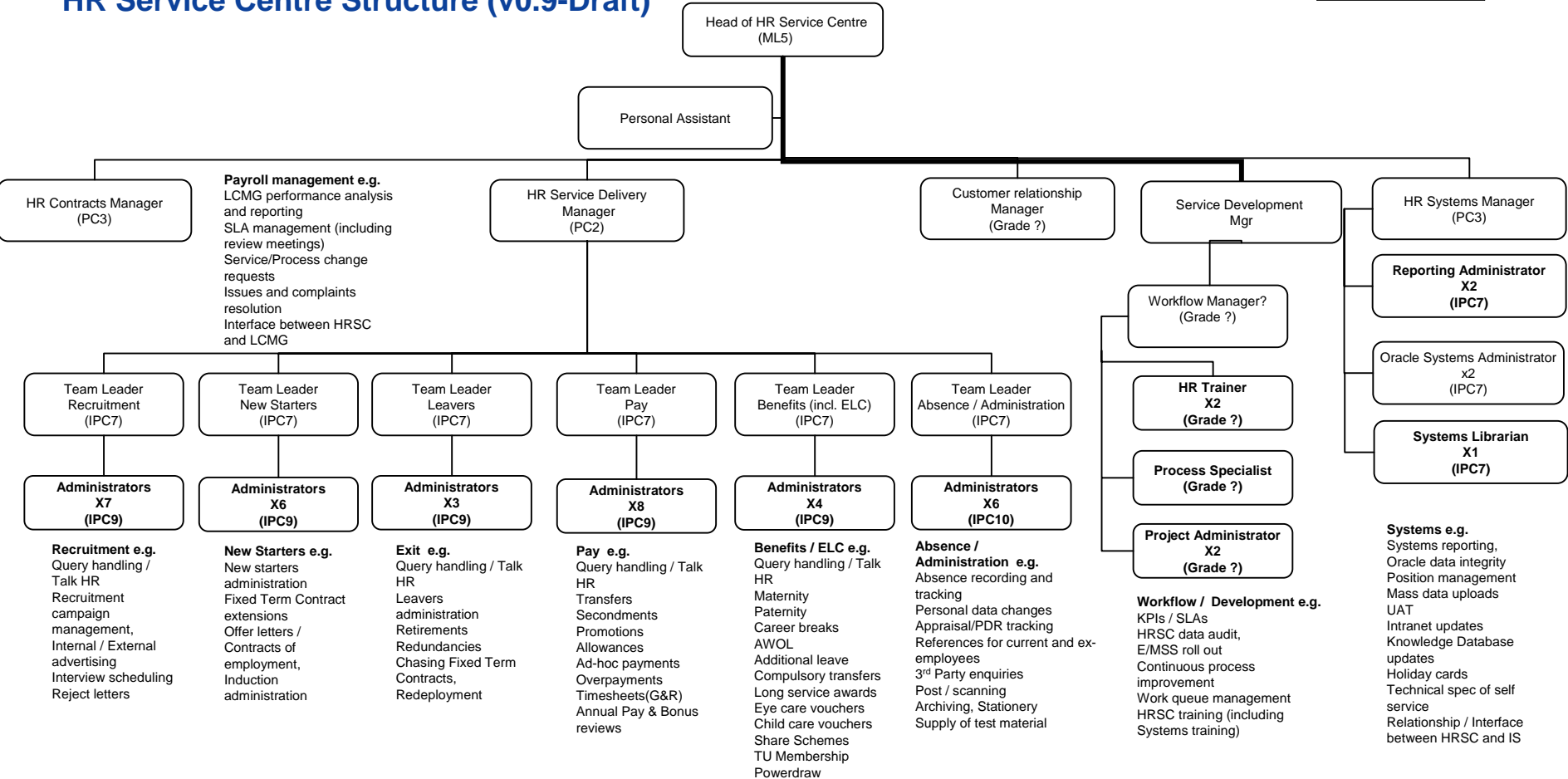
- To implement the relocation of HRSC from CWC to Swindon with an insourced enhanced [fixed] HR service by 26 Feb 2007
- To hand over the HRSC function to the new management team by 26 Feb 2007
- To develop a high level plan for continuous improvement for the HRSC by 26 Feb 2007
- To re-launch the existing ESS and MSS functionality to the business by 26 Feb 2007
- To deliver a communications initiative to all Employees during the project, to ensure Employee buy-in to the new HRSC by 26 Feb 2007

# Why Swindon

- Full location analysis was completed
- Decision made that we would only consider existing sites
- Only Swindon and Scarcroft have suitable space and are approved by Property Services
- Swindon was chosen so that the service can be close to the senior management team
- Swindon is not significantly more expensive than Scarcroft

# RWE npower HR Service Centre Structure (v0.9-Draft)

FTE = 57



## Assumptions:

- HRBPs and senior operational managers will escalate operational issues directly to the HR Service Delivery Manager for resolution
- The (Workflow Manager ?) will be responsible for a proactive programme of continuous development activity and will work in liaison with HRBPs
- The HR Contracts Manager will be responsible for the 'day-to-day' relationship with LCMG and will work proactively to improve overall payroll service
- Talk HR will be integrated into all 'work stream' teams to allow Team Leaders to manage 'end to end' activities within their areas. The IVR will be set up to direct 'customers' to the appropriate team.
- Team Leaders will have responsibility for managing performance, coaching and developing Administrators within their teams.
- To improve flexibility of service delivery as well as experience and knowledge within the Service Team, it is intended to rotate the Administrators after an initial period of working within their work stream.

## What's in scope

- All activities that are currently provided from the Service Centre at Reading. For example:
  - New starter administration
  - Leaver administration
  - All changes to pay and benefits
  - Management of payroll contract
  - Oracle reporting and day to day maintenance e.g. organisation structures
  - Helpdesk to provide policy and transactional service
  - Absence administration e.g. maternity, sickness
  - Some business project support e.g. pay and bonus reviews
  - Some business specifics e.g. timesheet administration for G&R

# What's not in scope

- Corporate HR Leadership
- Business Partners working in the businesses
- Advisors working in the businesses
- HR Consultancy group
- Learning and Development
- HR Expertise – e.g. policy creation and relationships with Trade Unions
- Compensation and benefits

# Approach to Recruitment

HR Administrator Competency Assessment Structure					
Competencies	Level 1	Ability Tests	Group Exercise	Work Based Exercise	Competency Interview
Sharing know ledge and expertise	Practitioner		X		X
Analysis and problem solving	Identifies the problem or issue			X	X
Delivers results	Identifies and acts on priorities			X	
Influencing	Uses data		X	X	
Team w orking	Participates and Contributes to the team		X		X
Market/customer focus	Communicates w ith customers		X		X
Experience	Description	Ability Tests	Group Exercise	Work Based Exercise	Competency Interview
Relevant Experience	Excellent Administration				X
	Communicates professionally and courteously		X		X
	Relevant HR Administration experience				X
	Relevant Customer service experience				X
Technical Ability	Proficient IT skills	X			
	Excellent w ritten and verbal English	X	X(verbal)		X(verbal)
	Good numerical skills	X			
	Data input accuracy	X			
	Attention to detail	X			

# Approach to Training



- **Business Awareness** [5 days]

- Business Profiles
- Cultural Awareness
- Overview of the HRSC

- **Systems Overview** [2 days]

- **Classroom Process Training**

- Pay [10 days]
- Benefits incl ELC [10 days]
- Absence and Admin [5 days]
- New Starters [5 days]
- Recruitment [5 days]
- Leavers [5 days]
  
- Systems [3 days]
- Service Development [4 days]

- **Skills Training** [4 days]

- Customer Services
- Communication

- **Management Training** [6 days]

- People Management
- Operational Management
- Team Building

- **Refresher Training – Post Go Live**

[10 days]

- **Manager / Team Leader**

Manage escalations, Performance, Issues resolution, People Mgt, Systems Mgt, Email Centre and CMS queues

- **Administrator**

Process email and phone enquiries, Document Mgt, Oracle changes etc

- **Continuous Learning**

- A number of activities and interventions are planned to reinforce and continue the learning from the training e.g. “Meet the Customer” , On-site surgeries, Quizzes, Plasma screens, Workstation material, System, Super-Users

- **Site Visits**

# Coaches – Floor Walking until 25 May 2007



- Provide “floor walking” support, coaching and a historical reference to the new team
- Complete Development Needs Analysis [DNA] for each work stream
  - Skills Matrix
  - Create Training and Coaching Plan for next 13 weeks
- Maintain log of issues / recommendations for improvement
- Organise and facilitate continuous learning events
- Assessment of call quality via call recording and customer feedback
- Review and enhance all Induction Training content
- Delivery of secondary process training

# System Requirements

- ERS
- Knowledge Database
- ACD
- Infrastructure – PC's, laptops, fax machines, printers
- Split of Oracle HRMS and transfer to Unix platform
- Review and fix of employee and manager self service

# Regular Engagement Activities to March 07



Meeting	Purpose	Frequency
<b>Project Board</b>	Regular meeting to update senior management team on project progress	Every 6 weeks
<b>BET meetings</b>	Regular meeting to update key representatives from within business and HR on project progress	Monthly
<b>HRSC Briefings</b>	To provide HRSC staff with information on the Insourcing project	Monthly
<b>Insourcing Newsletter</b>	General update for HR community and Kita 99 on project progress	Monthly
<b>Knowledge Sharing Database</b>	Repository of key information on the Insourcing Project.	Updated monthly December onwards
<b>HRSC Improvement Group</b>	Action group to look at improving processes within the HRSC	Monthly Nov-Mar then every 2 months

# HR Transition Plan

**Lights on Swindon      26<sup>th</sup> February**

**Lights off Reading      2nd March**

**Gradual transition of work according to work stream to enable gearing up in Swindon and keeping the show on the road in Reading.**

**Considerations made re longevity of processes, volumes known and expected and any cyclical work in progress i.e. Bonus payments.**

**Assistance will be provided by the Reading team in transferring workloads with handovers periods in operation dependant upon work stream.**

# Current Status – Transition

## Logistics

- Redirection of Phone, Fax, E-mail, Post planned
- Process identified for handover of work from Reading to Swindon
- Physical transportation of documents arranged
- Implementation of new scanning provider Williams Lea scheduled 8 January 2007
- Archiving process transitioned from Thames Water to npower process



## Define HRSC Management Practices

- Performance Indicators
- Code of Conduct
- Productivity, Work Rotas, Holiday Chart
- Skills Matrix, DOFT [Deferred Opening For Training]

# HR Transition Plan- Work streams

- W/C 8 Jan “New Starters” - All new & existing work to Swindon
- W/C 12 Feb “Pay” - All new work Swindon, WIP remains at Reading until 26 Feb
- W/C 12 Feb “Benefits” – All new work Swindon, WIP remains at Reading until 19 Feb
- W/C 12 Feb “ Absence & Admin.- All new work, WIP remains at Reading until 26 Feb
- W/C 19 Feb “ Leavers” - All new & existing work to Swindon
- W/C 19 Feb “Recruitment” - All new & existing work to Swindon
- W/C 26 Feb “166” calls and work routing to Swindon
- W/C 5 March Reading tidy up and final shipment of remaining docs to Swindon

# Questions?

