

HR Information Systems

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The Background

The growth of any company brings many benefits, but can also result in significant challenges. Our client, an established global insurance company, had acquired a number of regional HR offices with differing business processes. However, there was no central system to consolidate or integrate the newly acquired companies, so Fifth Step were asked to analyse the relevant business processes and develop a business case for an HR Information System.

The Challenge

Our client was aware of inconsistencies and inefficiencies in their UK HR team - processes were poorly defined, responsibilities and authority levels were unclear, admin tasks were time consuming and the majority of work was paper-based. They wanted to focus on the changes needed to improve productivity and levels of service, but did not have the capability in-house to achieve this.

Our Recommendations

The client's initial request was for help documenting process maps for key HR processes in the UK. With this in mind, our first recommendation was the provision of a business change specialist project manager to facilitate analysis, plus administrative support to produce the relevant documentation. With this in place, we could establish new ways of working and develop proposals for change.

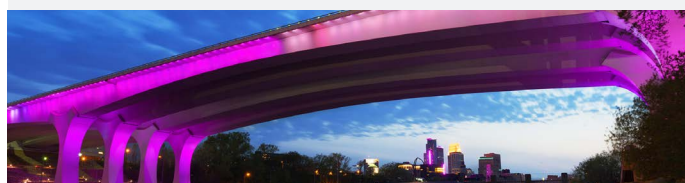
Our Solution

Through workshops and other information gathering sessions, we developed a set of process maps to show the current position, assessed the health of each process and identified areas for improvement, prioritised based on the benefit they would realise. We also looked at the capability of the HR team, developed proposals for change and initiated a project to introduce an HR Information System. In addition, the Fifth Step project manager analysed business and technical requirements from all regions, garnered support from stakeholders, led the procurement of a cloud-based solution, and developed a business case project plan and benefits profile.

The Outcome

As a result of our work, process improvement and team mentoring is in place, and a set of “As Is” and “To Be” process maps are in place. Proposals for change have been developed, key processes are significantly more efficient. For example, recruitment to a new role can be completed in around 30 days – previously an average of 96. The skillset of the HR team is now closely matched to demand, and workers are focused on addressing the challenging inefficiencies based on the priorities.

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The Benefits

The new Information System enables real-time global people data reporting for the first time, and creates greater cohesion between regions. HR teams are enjoying improved efficiency as time spent on data gathering and cleaning for reporting has been reduced. The automatic production of letters, employment contracts and other documentation frees up time for other tasks, and data consistency and security has been improved.

The Future

As the years go by, the time saved through improved efficiencies is likely to allow a reduction in head-count, and enable reinvestment in strategic HR activities. It will also allow line managers to be more effective in their roles, taking greater responsibility for their staff performance, development and welfare.