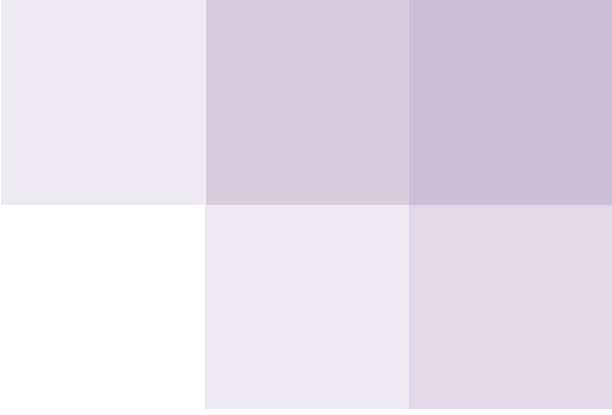


reach-hr



**HR SERVICE DELIVERY  
CONSULTANCY**





HR Departments are having to deal with the seemingly conflicting demands of reducing costs and improving service. The HR function, just like all the other functions within the organisation is being asked to contribute savings to increase overall profitability. At the same time employee 'customers' want a service from HR that reflects the way they are now working and meets their ever increasing expectations. But where and how should any savings be made? What are the expectations of employees and how soon should they be addressed?

The way in which HR Services are delivered within an organisation is key to this conundrum. If inefficiencies can be both identified and addressed then the resulting savings can reduce overall costs. When employee expectations are identified HR Services can be delivered to reflect them.

At Reach-HR we recognise that no two companies face exactly the same challenges, or have the same set of priorities. Therefore we have designed a flexible approach to research, select and deliver timely and effective solutions for exactly these issues.



Brian Butterly



David Knight

## HR Service Delivery Consultancy

HR Service Delivery Consultancy is designed in a modular structure to clearly define the logical processes and steps for effective HR service delivery. Where the modular approach excels is in the ability to focus on specific stages in the process and inject the appropriate advice and practical support to complement your organisation's own strengths and resources. The method is tried and tested to respond to the issues and challenges that face HR departments and the advent of web-based technology.

Whether your key drivers are:

- Cost reduction/control of the HR function
  - Increased service levels for employees
  - Improved communication with employees
  - Improvements in the effectiveness of the HR function
- an affordable and sustainable solution will be found.



In the main our consultants work on-site, alongside your staff in collaborative assignments and studies. We deliver value for money and where appropriate promote self-sufficiency. Further details of our key service modules are contained on the following pages. However, the best way forward is an initial face-to-face discussion to identify how and where we can best provide assistance.

## HR Service Delivery Assessment

An HR Service Delivery Assessment is the comparison of the key performance indicators (KPIs) of the HR function against our benchmark in terms of processes, systems and overall service provision. In some cases, larger organisations perform an assessment between different divisions or independent operations within their organisation.

The output from an HR Service Assessment identifies the strengths and weaknesses of your HR function and your supporting systems.

We provide the following services to assess the performance of your HR function:

- **Service Scope Definition** – we conduct on-site research whereby we determine the range of HR services currently provided, both formally and informally, and compare these with your departmental and business objectives.
- **Financial Assessment** – we calculate the total cost of providing your HR service by key transaction type. This information can then be compared to industry figures and previous data we have gathered.
- **Performance Analysis** – we compare the service provided with customer expectation and the department goals by facilitating structured work-group feedback sessions and customer surveys.
- **Capability Analysis** – we assess your HR department's capabilities with those required to support the delivery of the service. This involves analysis of your processes, management, skills, competencies and leadership. We also identify the opportunities and risks that the HR department's capabilities present, with regard to the delivery of any future change.

HR Service Delivery Consultancy is experienced in identifying the data relevant to your organisation. As a result of our work, you will be able to identify any areas where change is required and have a base line against which you can compare future service levels.

## Strategy Development

Your organisation's HR Strategy should be driven by the business objectives and take account of legislative changes. Your HR Strategy should set out, not only the key objectives for the next one to five years, but also high-level details of why these objectives have been selected, what benefits will derive from the delivery of these objectives, and how they are to be achieved.

HR Service Delivery Consultancy provide the following services to help develop your HR Strategy:

- **Strategy Development** – we define, through structured meetings with the key stakeholders, an overall HR Strategy that demonstrates full support of your organisation's business objectives.
- **Departmental Scope** – we identify, through consultation, the HR functions that should be carried out by the HR department, those that should be devolved to the line, and those that are appropriate for outsourcing.
- **Performance Evaluation** – we advise you on how your future service provision should be measured and to what level.
- **Legislative Change** – we work with you to ensure the HR Strategy reflects possible legislative changes, by inclusion of a 'risks and opportunities' section and their associated actions.
- **Solution Scope** – we determine the strategic principles that will drive solution selection and implementation, eg when should the solution adapt to your organisation's processes and when should your organisation's processes adapt to the solution?

Our consultants are experienced in quantifying and documenting HR strategies and ensuring there are tangible links between HR and the rest of the client's business. We will work with your business and HR managers to connect their people with an HR Strategy that enables and supports your organisation's success.



## Business Case Development

A Business Case sets out the merits of a programme of work in terms of the benefits, investments, risks, and resources required to enable its delivery.

For a Business Case to be approved it must be robust and engage the key stakeholders. In our experience a programme of work has a higher probability of delivering its benefits if the business case has been communicated to the appropriate stakeholders in a consistent and clear format.

HR Service Delivery Consultancy is experienced in producing, or assisting you to produce, HR Business Cases. Whilst each organisation we have worked with has a unique set of requirements to fulfil, we always address the following core areas when preparing a Business Case:

- ***Current Situation and the Need for Change*** – we document the current position and identify the key business drivers for the programme of work covered by the Business Case.
- ***Business Risk*** – we analyse the business risk within the programme of work and the risks to the business of doing nothing.
- ***Efficiency and Service*** – we assist you to identify any existing shortcomings of the current HR Service by measuring transaction cost and customer expectation. This enables us to determine how the programme of work will address these, in terms of service provision and cost.
- ***Business Reputation*** – we evaluate how your current HR Service provision may detract from or enhance your business reputation, particularly in terms of an ability to attract and retain talent.
- ***Benefit Assessment*** – we identify the anticipated benefits that will flow from the programme and the criteria that will be used to measure them.
- ***Cost Assessment*** – we work with you to calculate and itemise the costs, and the Return on Investment (ROI) for the programme.
- ***Recommendation*** – we ensure that the high-level programme of work is specified clearly and the approval process documented.

We recognise that the Business Case process is critical in establishing a viable programme of work. Our consultants have the expertise and experience to guide you along this path.

## Supplier Selection

If, in order to deliver your HR Strategy, a new HR package or service provider is required, then it is vital that you make the right choice of supplier. Should you make the wrong decision you will be faced with escalating programme costs and a dissatisfied stakeholder community as the promised benefits fail to materialise.

HR Service Delivery Consultancy has a wealth of experience in supplier selection and adopt a four-stage supplier evaluation process:

- i. Pre-qualification via a Request for Information (RFI)
- ii. Scenarios, solution demonstrations
- iii. Reference site visits
- iv. Invitation to Tender (ITT)

During these stages we evaluate prospective suppliers against the following core criteria:

- **Compliant** – we compare the supplier's solution with legislative requirements and your wider business and IT strategies during the RFI stage.
- **Facilitate Change** – we evaluate the extent to which the solution will be a positive force in achieving the HR Strategy. This means it must be right first time. Change management success will depend on achieving a robust and user-friendly solution.
- **Affordable** – we assess whether the supplier's solution will be realisable within the programme's lifecycle. This will be determined by working with the short-listed suppliers prior to the ITT stage.
- **Practical** – we evaluate the relevant functionality within the supplier's solution to ensure it supports the achievement of your HR Strategy by designing realistic scenarios to evaluate the solution against.
- **Dependable and Sustainable** – we assess overall confidence levels in the supplier and the supplier's solution by analysing information from the reference sites.

Supplier Selection is one of the key risks when implementing a programme. Adopting a process that addresses both tangible and qualitative elements, ensures that the right decision is made in a timely and affordable manner.

## Business Change Management

HR Service Delivery Consultancy can assist you to deliver the HR solution to meet your organisation's strategic goals. We recognise that your strategy may involve new ways of working and impact certain behavioural aspects that form the basis of the culture within your organisation. It is therefore critical that a supporting change management and communication programme is initiated to complement the implementation of any process changes.

We ensure that strategic objectives remain at the forefront of the programme's focus by developing a coherent 'vision' that will engage the stakeholders.

We provide:

- **Change Readiness Assessment** – we establish the readiness of the organisation and the programme team to embrace the development. We also identify the associated risks and issues by carrying out a structured analysis.
- **Change Management Programme Design** – we provide practical measures to enable you to establish the people management, organisational and process changes that are needed to ensure your strategy is successfully implemented.
- **Communication Strategy** – we identify the key themes that need to be communicated to the stakeholders and how and when different media should be used.
- **Management of the Change Process** – we supply tools and resources, and our proven change management methodology, to ensure that the programme of change is delivered.

Change management is an essential component of the successful implementation of any HR programme. HR Service Delivery Consultancy provides the tools and dedicated expertise to ensure that this aspect of the programme is realised.

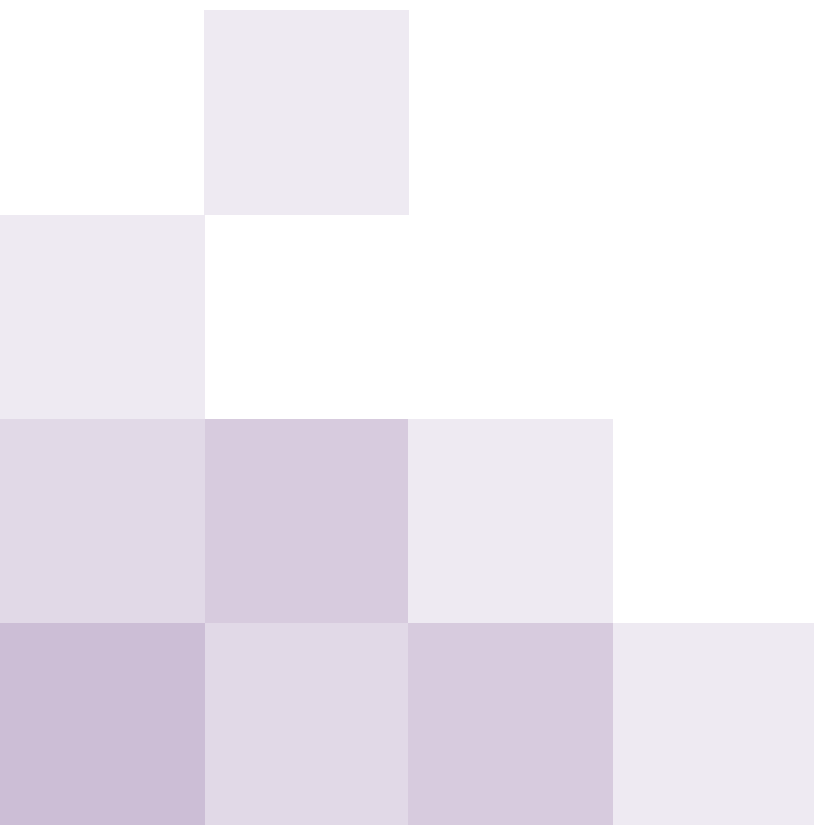
## Benefit Delivery Assessment

In order to assess what has been achieved through the delivery of your programme, it is imperative to conduct a series of Benefit Delivery Assessments throughout the programme's lifecycle. This will enable you to evaluate the status of benefit realisation, and re-focus your future plans if required.

HR Service Delivery Consultancy assess your benefit delivery in the following key areas:

- **Service Scope** – we assess to what extent any planned changes to the scope of your service provision have been achieved. We will also evaluate the degree to which expected benefits have been realised.
- **Financial Planning** – we calculate the cost of providing your HR service by transaction type and compare this to the estimated costs submitted as part of your business case. This will identify where any savings have been realised and as a consequence we will be able to review any outstanding financial projections.
- **Performance** – we evaluate the service level of the areas affected by the programme at organisation, department and employee level. We supplement factual data with customer service feedback to measure how the changes have been received.

Conducting a Benefit Delivery Assessment will enable you to communicate to the stakeholder community your successes to date. It will identify any areas where further focus is required to ensure the delivery of your strategy and also detail opportunities for additional benefits not defined in your original strategy.





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