

Building an Effective Employee Self-Service Centre



e.people

4th Party Integrators

HR @ Warp Speed

6 August 2001

Dr Antonie van Rensburg

antoniev@epeoplehub.com

ePeople (Pty) Ltd



Table of Contents

Self-Service Centre **Definition**

Benefits of self-service centers

Risks in Web-enablement

Exploring the scope of **information** that can be put on the
Web

Maximise usage by providing employees with multiple
HR self-service options

Determining the most effective **technology** for your HR
self-service centre

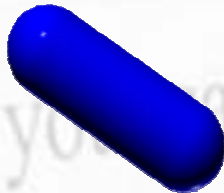
Deciding on the **strategy** that's right for you

Measuring the **success** of your self-service center

Conclusion



Self-Service Centre Definition



The centralisation of core systems and resources



Use of multiple distribution channels such as kiosk, Web browser, IVR and SMS/WAP(?)



Provision of services through employee self-service, manager self-service and administrator self-service



Why Self-Service Centres ?

“The overriding driver for creating a shared service centre is the reduction of overhead costs which is possible through the **economies of scale** to be gained from a centralised support function.

Next in line is the desire to **reap** the maximum of process and procedural efficiencies.”

Corporate Leadership Council - Fact Brief
Business Case for Creating HR Shared Services,
June 1999.



Self-Service Centre Benefits



STRATEGIC HR

Line Management focus
Improve and expand services
Access for decision making
HR data integrity



OTHER

Increase employee satisfaction
Reduce enquiries
Improve decision making



PRODUCTIVITY

Business Processing Cost (30%-80%)
Process Steps (Up to 90%)
Headcount reduction (20%-70%)
Efficiency improvement (25%-50%)



Risks of Web-enablement

Technology Risk

International scene
Rate of adoption very slow locally – rally of smaller players in the market place
Be careful to be an early adopters in this market place will be very expensive

People Risk

Change Management on HR and employees
Self service does not suit everybody

Strategic Risk

Delivery channels changes
Digital process – blend between technology and service
Appropriate skills are mandatory – do not leave it to consultants !



Information Scope of the Web

Provide static content online as well as selected ESS/MSS Transactions

Phase I

Deliver most of ESS/MSS Transactions online. Transactions are organised by different HR functions (e.g. employee information, benefits, etc.)

Phase II

Personalised presentation of only that information/ transactions to which employee's role entitles him or her

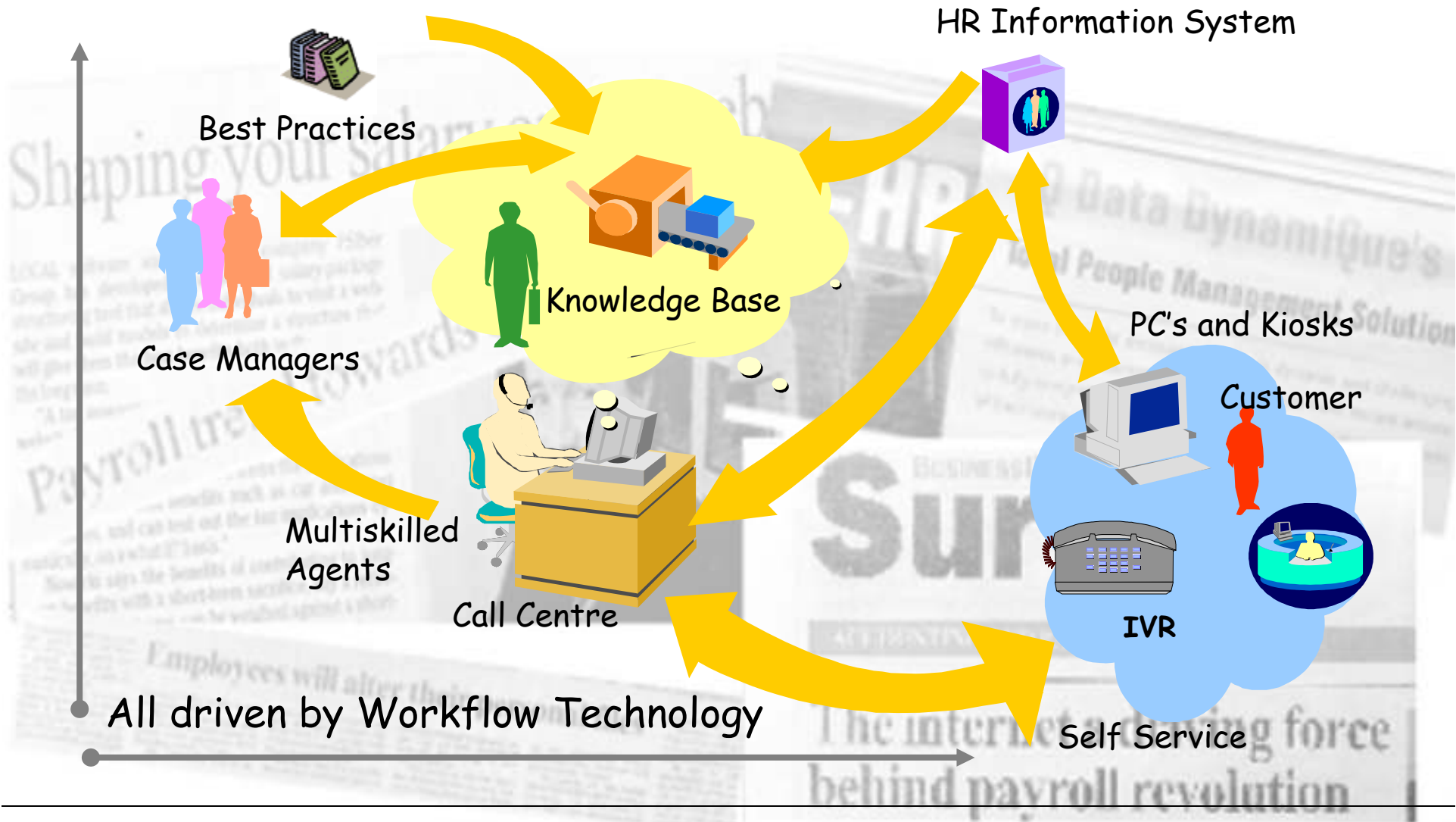
Phase IV

Deliver all transactions online: transactions are organised according to roles ("my people", "my career:", etc.)

Phase III



HRSS Centre Architecture

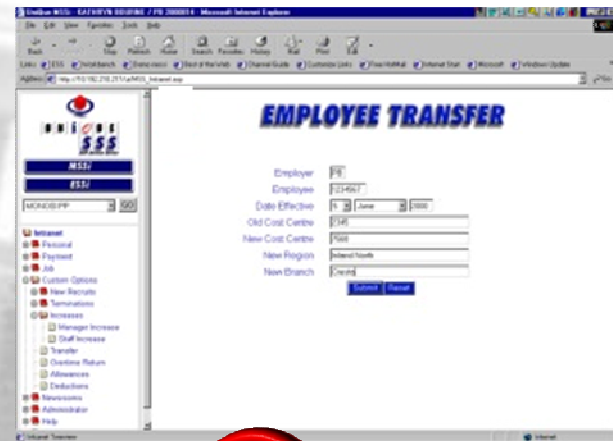




Determining the most effective technology for HRSS

Phase I: Web-enablement ?

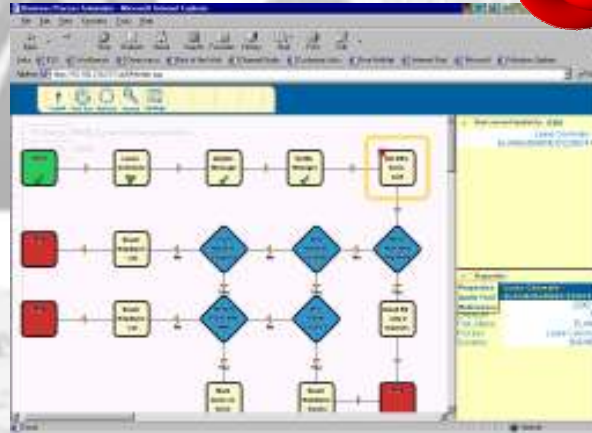
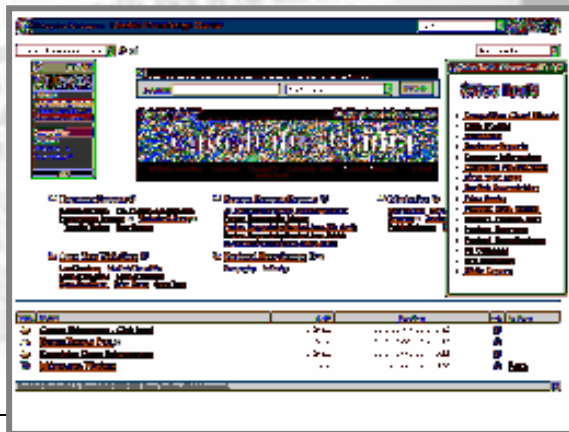
Phase II: Online Transactions

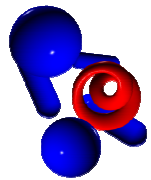


Phase III: Portal

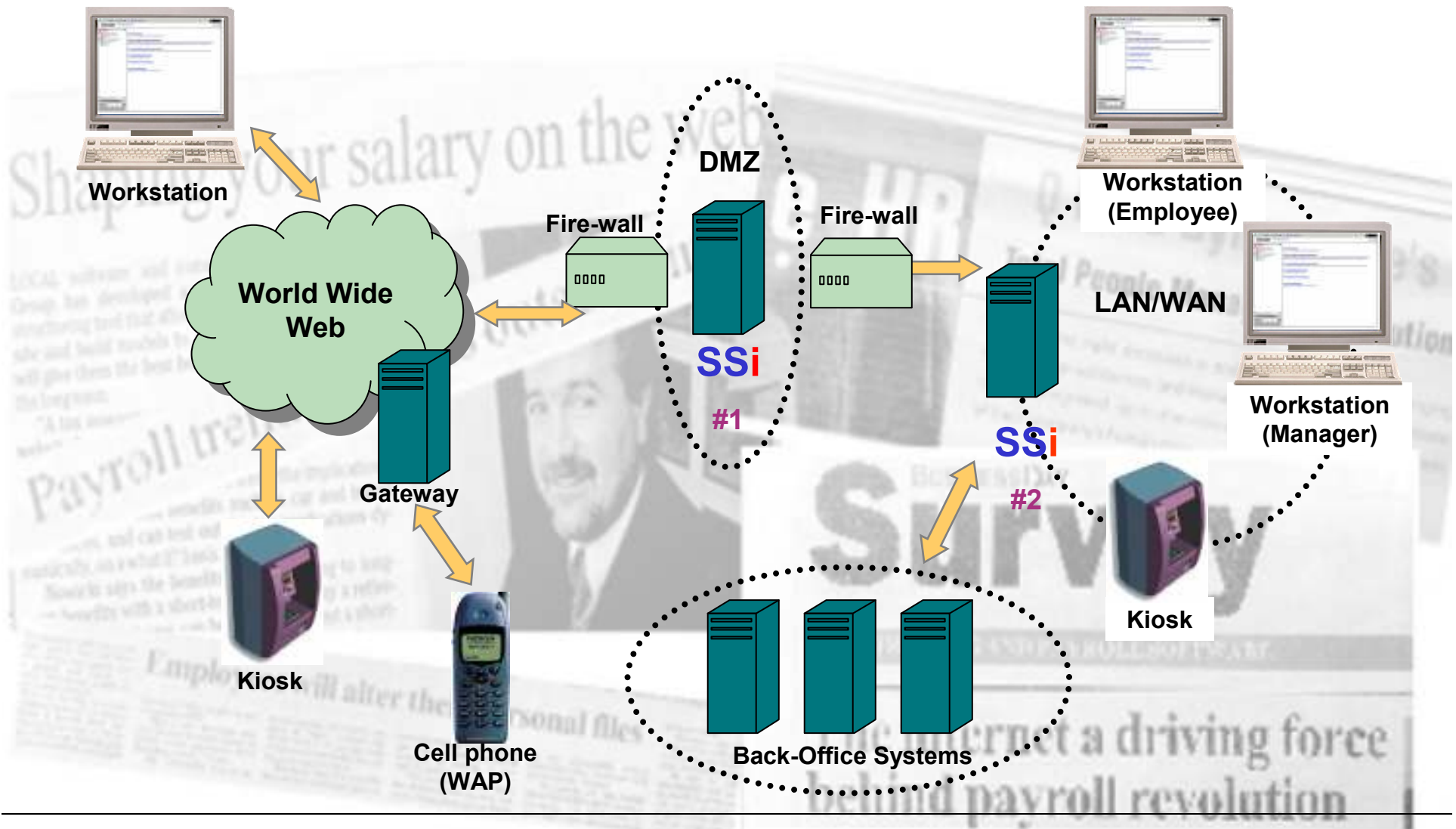
Phase IV: Roles

Delivery Devices





Where does Self-Service live?





Deciding on the right strategy

People

Communication through implementation
Time and effort to get buy-in

Mng Systems

Question established policies
Rigid standards for data integrity
Control for movement of employee data
What type of self-service solutions ?

Cust-omer

Rethink from the customer perspective
Visit customers, visit external parties

Struc-ture

New roles and responsibilities
Organisation structure to support

Process

Do away with old steps
Innovative thinking for new processes
Process integration vs standardisation
Simplification and “minimalistic”

Resource

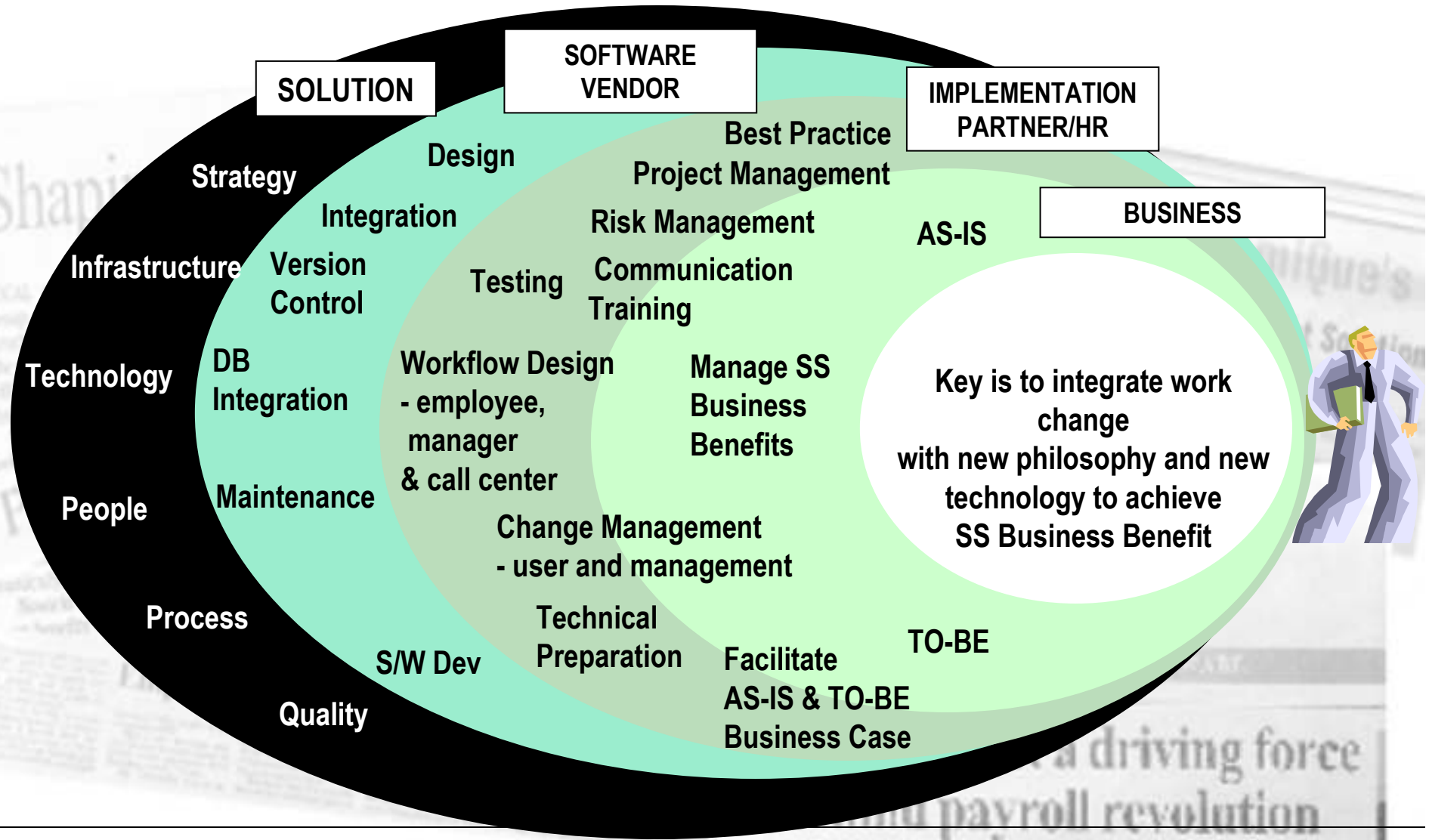
Decide delivery channels, web, IVR, etc.
Web-front legacy systems ?
New web-based architectures ?

Stake-holder

What level of commitment ?
HR and IT, vice versa ?
Is the B2E strategy important ?



Deciding on the right strategy





Measuring the Success

Business Case

Cost Savings, such as reduction in staff, paper cost, etc.

Increase in **staff capacity**

Data integrity test

Improved **process efficiency**

- errors, duplication, increased output, cycle times

Return on investment

Bottom Line

Difficult to assess

Transparent internal labour market

Common **user interface**

“At the very best these improvements can make even large geographically decentralised companies feel **streamlined**”



Conclusion



There is a definite, definite **need** from employees and managers to use self-service...think about a leave form,



It is really **necessary** to change HR departments with regards to their operations....think about leave



It is a real **challenge** to implement and maintain this...think about the monetary, legal and resource effect of leave



ON HR DEPARTMENTS

HR effectiveness mirrors
Offering real value to
customers?



ON SS SYSTEMS

Large ERP players
-International versions
-Local versions
Others:
-vapour ware
-Cobol rule
-Coping with changes
-Investigations
-New web-generations



Reference List

- The Hunter Group 2nd Annual Survey – 1998/1999, Renaissance
- Rob Scott, HR Management Systems haven't added any Value, ITWeb, 20 June 2000
- Corporate Leadership Council, e-HR" HR IT in the Internet Age
- ePeople Project Documentation