Building an Effective Employee Self-Service Centre

4th Party Integrators

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

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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.”

Self-Service Centre Benefits

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

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

**OTHER**
- Increase employee satisfaction
- Reduce enquiries
- Improve decision making
Risks of Web-enablement

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

Technology Risk

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

Phase I
- Personalised presentation of only that information/transactions to which employee’s role entitles him or her

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

Phase III
- Deliver all transactions online: transactions are organised according to roles (“my people”, “my career”, etc.)

Phase IV
- Provide static content online as well as selected ESS/MSS Transactions
Building an Effective Employee Self-Service Centre

HRSS Centre Architecture

- Best Practices
- Case Managers
- Multiskilled Agents
- Call Centre
- Knowledge Base
- HR Information System
- PC's and Kiosks
- IVR
- Customer
- Self Service
- All driven by Workflow Technology
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?

- World Wide Web
- DMZ
- Fire-wall #1
- Workstation (Employee)
- Workstation (Manager)
- LAN/WAN
- Cell phone (WAP)
- Gateway
- Kiosk
- SSi #1
- Fire-wall #2
- Back-Office Systems
- SSi #2
- Kiosk
- Workstation
- Gateway
Deciding on the right strategy

**People**
- Communication through implementation
- Time and effort to get buy-in

**Customer**
- Rethink from the customer perspective
- Visit customers, visit external parties

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

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

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

**Resource**
- What level of commitment?
- HR and IT, vice versa?
- Is the B2E strategy important?
Deciding on the right strategy

Key is to integrate work change with new philosophy and new technology to achieve SS Business Benefit.
Measuring the Success

**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**

**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

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