work : strategy

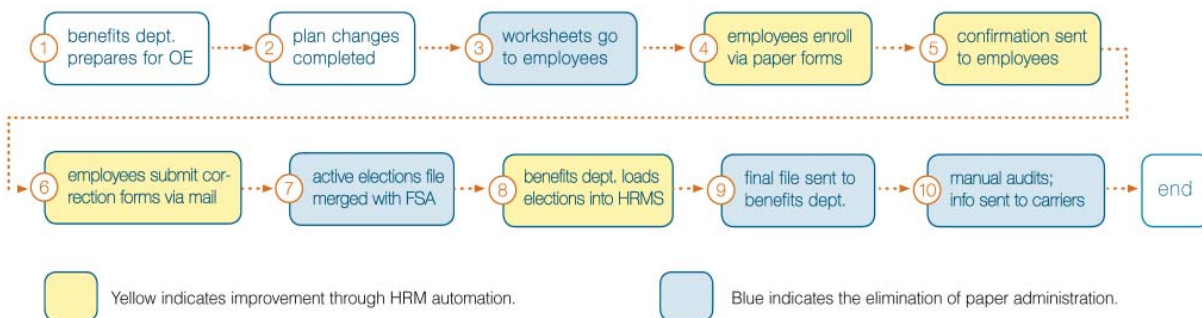## Business Process Improvement

Improving Workforce Productivity

As the economy improves and the market strengthens, many organizations are evolving – becoming more efficient, agile and dynamic. Over the past couple of years, these "high-performing" organizations have found a way to continuously grow their revenue stream and talent pool, while eliminating unnecessary costs and inefficient practices.

WorkStrategy has created a process improvement methodology that can help organizations transition their business into a high-performance operation. Our approach is to focus on improving the underlying business processes – either by leveraging technology or streamlining the activity.

During the project, we build an activity-based costing model for specific HR programs — identifying the functional event, documenting individual task owners and calculating the financial investment (e.g. salary, time and technology costs). Short- and long-term plans are then developed for transforming or evolving the overall transaction.

In the benefits open enrollment case study below, WorkStrategy has identified manual steps that can be automated via self-service technology (highlighted in yellow) and various areas where paper administration can be eliminated or reduced (highlighted in blue).

▸ *benefits open enrollment: process improvement recommendations*

1. benefits dept. prepares for OE
2. plan changes completed
3. worksheets go to employees
4. employees enroll via paper forms
5. confirmation sent to employees
6. employees submit correction forms via mail
7. active elections file merged with FSA
8. benefits dept. loads elections into HRMS
9. final file sent to benefits dept.
10. manual audits; info sent to carriers

end

Yellow indicates improvement through HRM automation.

Blue indicates the elimination of paper administration.

Our HR practitioners will work with your HR, HRIS, and IT staff to incorporate your organization's culture and corporate branding — developing a project roadmap and instituting new procedures. We suggest targeting the most strategic processes first. Examples are listed below:

- ▸ Recruitment and candidate processing
- ▸ New hire onboarding
- ▸ Payroll management
- ▸ Time & attendance
- ▸ Benefits administration

- ▸ Compensation modeling
- ▸ Salary increases & approvals
- ▸ Performance appraisals
- ▸ Workforce development
- ▸ Employee & manager self-service

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Business Process Improvement

ROI Methodology

In today's economy, you should still perform an ROI analysis no matter how small the initiative. Functional assessments of processes within human resources will establish the foundation for change. Streamlining these complicated procedures and eliminating unnecessary steps or paperwork will further provide evidence for investing in new technology.

WorkStrategy has created an ROI methodology that can be used to justify new HR technology projects, gain stakeholder buy-in, manage costs and measure and communicate both tangible and intangible results.

Our four-phase ROI cycle is intricately woven into all engagements – allowing customers to predict outcomes, manage executive expectations and make ongoing strategic decisions.

analyze	approve	implement	assess
collect data	build objectives	continue collection	after initial rollout
assess culture	stakeholder support	track costs	key business cycles I events
develop strategy	business case	pilot I test ROI	adjust strategy
define costs	build metrics	initiate BPI	refine expectations

Business Case Development

Organizations invest both financially and culturally when deciding to improve enterprise performance by adopting more effective HR technology. WorkStrategy recommends developing a business case through the steps listed below:

1. Define key processes for improvement
2. Create activity-based costing model
3. Align goals with corporate strategy
4. Target stakeholder support
5. Define payback period
6. Create change management plan
7. Define technology costs
8. Build a formal business case

About WorkStrategy

WorkStrategy is an HCM technology firm providing strategic planning, project management, process improvement, talent management software solutions, upgrade and implementation services. We specialize in Oracle PeopleSoft and Fusion HCM applications including HR and benefits, payroll, performance and compensation, talent and succession planning, learning management, recruitment, self-service, workflow automation, SaaS vendor integrations, and Workday conversions. Our consultants are regarded as leaders in the HR management field and possess a unique reputation for exceeding customer expectations.

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