

Due Diligence Deployment Model for HR Transformation



Kalpana K. Deshmukh, Kavita Chaudhari

Abstract: Organizations with human resources are facing many challenges while providing high quality service to their employees. Worldwide, HR organizations deployed HR helpdesk for handling the queries and inquiries of employees. They are managing employee queries over email, chats and over telephone by providing consistent solution and assistance to them. Many organizations already deployed helpdesk system which handles the employee queries. This method can work well for smaller organizations, but in larger organizations they often lead to frustration and confusion among HR. HR Case Management technology is a BMC remedy which simplifies this process for HR teams and employees to raise the ticket, which gets automatically routed to the right HR agent. The study shows the transitioning from manual helpdesk to deployment of HR Case Management tool by conducting surveys with the organizations which had already deployed query management tool for their employees. Data analysis technique i.e., Gap analysis is used to identify the gaps between helpdesk and HRCM tool and Pugh matrix is used to choose the best practices and features from alternative set of solutions. This research will provide the information and benefits of implementing HRCM tool, to the organizations who are planning to deploy automated tool for handling the queries of their employees. In this research, survey has been conducted with the companies which have already implemented the automated tool in their organization, this will help the HR to recognize which features and best practices to be adopted for their employees. The operations and HR service function focused on providing automation, knowledgebase, transparency to employees, proper collaboration and employee file management capability to HR department.

Keywords: HRCM, Subject Matter Expert, Service Level Agreement, Pugh Matrix, HR tools.

I. INTRODUCTION

In today's competitive world, employees have become the most important asset of the company and every organization is focusing on satisfying them for increasing the productivity. Employees are the internal customers of the firm; they are the valuable assets of an organization and the key to success [3]. The growth of satisfaction is to be reflected in the increase of productivity, improvement of the product's quality or rendered services and higher number of innovations [6].

Human resource shared services on daily basis handle service requests ranging from simple benefits and payroll queries to on-boarding and off-boarding staff or handling complaints. It is estimated that, for more than 50% of companies,

HR functions still spend too much time on day to day activities that add little or no value to the business [4]. Considering this inefficiency with a lack of accounting, tracking, and real-time reporting, it becomes difficult to understand, measure HR performance and its impact on the business. HR helpdesk used to solve the queries through calls, chats and emails. There was no tracking system for monitoring, recording, analyzing the volumes of queries and measuring the response time of queries from SMEs. There was lack of accountability and insight, and lack of centralized knowledge base.

BMC Software, Inc., is an American enterprise software company which has developed Human Resource Case Management tool for the HR department. HR Case management system is a BMC Remedy which delivers complete query handling capabilities, enabling HR organizations to capture and categorize employee enquiries, analyze case trends, and guide staff through case management practices. HRCM tool enables the employees to raise the ticket by themselves with the help of software application at any time and from anywhere. This tool helps in routing the raised tickets concerned SMEs. The organization is changing the way from manual helpdesk to automated helpdesk and promoting it to the different sets of employees.

II. LITERATURE REVIEW

Raghavendra A.N.; Nijaguna G (2015), states that the HR Case management tool is an IT enabled knowledge management and information system which effectively manages all the non-value-added interactions and queries [2]. The research has described about the People Link service delivery solution to optimize performance of the department as per the specific requirements including field customization and business process workflow customization.

Troshani, Indrit; Jerram, Cate; Hill, Sally Rao (2011), ascribed that champions in public sector organizations should reveal HRIS benefits before their adoption can be successful [1]. With standardization trends adopted by HRIS vendors, complete organizational fit between adopted HRIS and business processes may be indefinable for adopters suggesting that post-adoption vendor support must be negotiated if costly customizations are to be minimized.

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In addition to various institutional factors, including management obligation and human capability, the authors also find that broader environmental factors including regulatory conformity can have a deep impact on the success of HRIS espousal by creating necessity in adoption intentions.

Kock, Henrik; Wallo, Andreas; Nilsson, Barbro; Höglund, Cecilia (2012), explains that HRIS will take a broad, strategic and proactive role in relation to its customers. However, due to external and internal constraints, such as the HRIS internal work processes, the nature of assignments and the client’s HR competence level, the roles that HRIS play in practice tend to be more specific, operational and reactive. An important challenge for HRIS is to avoid being overwhelmed by short- term and reactive assignments that deliver value to their clients through the

use of standard solutions. Long-term relationships, the structures of ownership and membership, and the availability of unique networks can also prove to be valuable for clients. In this article, the area of interest is an emerging type of organization called human resource intermediaries (HRIS), which focus on delivering human resource (HR) services to public sector organizations and private companies. The purpose of this article is, thus, to explore HRIS as deliverers of HR services. More specifically, the article will seek to analyze and discuss how employees in HRIS understand their role as providers of HR services to their clients and what characterizes the HRIS’ work and the nature of their assignments.

III. RESEARCH METHODS

In this research primary data has been collected by conducting online survey and sending questionnaires to 5 different companies i.e., TATA Motors, Mahindra and Mahindra, John Deere, Vodafone and Ericsson. Along with it secondary research has been also conducted by gathering the information through third-party sources, such as industry research reports, company websites, magazine articles and other sources [5].

Non-probability sampling method was used by using judgment sampling technique where the specific “representative” from each shared service department was selected to collect the particular information from the companies.

A. Data Analysis Techniques:

Data collection is the major part of any research process. In this research paper, the techniques used for obtaining the analyzed information are:

- Gap Analysis
- Pugh Matrix

The techniques used are:

- **Gap Analysis:** Gap analysis uses side-by-side matrix to depict quantitative data that helps measure the difference between expected performance and actual performance. This data analysis technique helps measure the gaps in performance and the things that are required to bridge this gap. In this research, gap analysis technique is used to identify the interference i.e., the current working of the process, predictions i.e., the gaps between current and future state process and prescription i.e., it provides the information related to the changes which should be included in the query management process.

Table-I: Gap Analysis between current query management system and HRCM tool

Outcome	Inference	Prediction	Prescription
Manned Help desk	<ol style="list-style-type: none"> 1. Queries were resolved with the help of support team and SMEs. 2. Most of the tickets came to helpdesk were moved to level-2 being either specific or confidential. 	<ol style="list-style-type: none"> 1. More bandwidth is available at helpdesk. 2. Volumes are still being resolved at level-2. 	<ol style="list-style-type: none"> 1. More no. of tickets should get resolved at level-1. 2. Rework on the queries resolved at level 2 and see how and what all ticket volumes can be resolved at level-1.
Raising the tickets	<ol style="list-style-type: none"> 1. Tickets were raised by the support team on behalf of the employees. 2. Requestors were not able to raise the tickets by themselves. 	<ol style="list-style-type: none"> 1. Deployment of ticketing tool would generate bandwidth at helpdesk saving both time and effort. 2. Mobility solution will ease the process further. 	<ol style="list-style-type: none"> 1. Tickets to be raised by employees themselves. 2. Deploying mobile application would help to great extent however would attract cost also.
Categorize requests	<ol style="list-style-type: none"> 1. More amount of time was consumed in categorizing the tickets. 2. Employees were not aware about the categorization hence confidential queries also went at level-1. 	<ol style="list-style-type: none"> 1. Ticketing tool categorize the query automatically, reducing both time and efforts. 2. This will be useful when hundreds of requests are receive from different departments. 	<ol style="list-style-type: none"> 1. Pre-defined categories and their subcategories would be provided. 2. Categorization would be simple, so that the requestor will find it easy and convenient to understand.
Prioritizing queries	<ol style="list-style-type: none"> 1. Support team was checking the confidentiality level of the queries and then marked their priority level into the tracker manually. 2. It was time consuming process. 	<ol style="list-style-type: none"> 1. The queries would get prioritize automatically based on confidentiality level, urgency, timeframe etc. 2. This will allow the junior level executive to identify immediate request. 	<ol style="list-style-type: none"> 1. Ticketing tool would automatically route those queries to respective SMEs. 2. Each department would redefine the queries into different categorization depending upon the confidentiality level.

Routing	Support team was forwarding the ticket to the SMEs.	Proper way of routing should be there which will reduce the efforts of support team.	Queries gets automatically routed to the respective SMEs.
Query resolution time	Support team was checking the deadline of every query and notifies the respective SME if their query is going beyond SLA.	It will become a hectic task to check the status of queries in the tracker which will indirectly increase the query resolution time.	Software application will escalate the deadline of query to the respective SMEs automatically.
Visibility	Employees need to wait for getting the query resolution status as it is always provided by the support team to them.	This waiting time of the employees might get increase due to more volume of queries in future.	Automated updates to requestors about the status of the query. This will increase the transparency of query status.
Professionalism	E-mail support system, telephone calls gave a feeling of unprofessionalism.	Adopting the new technology for competing into the market is of equal importance.	As our organization comes under tier 1 companies, hence we should adopt enhanced technology to increase the professionalism of our organization.
Cost Saving	Agents were required to handle the queries.	More human resources are required to handle the queries.	We should cut down the operational expenditure by automating the process. It will be cost effective as it will require less human resource.

The above table shows the gap between existing process and expected process which is included in the HRCM tool. The inference shows the process of working of manual helpdesk, predictions are the gaps which has been analyzed between the manual helpdesk and the HR Case Management tool and the prescription are the solutions which helps in bridging the gaps between existing and expected features. These features are included in the HRCM tool, which provides the benefits to the whole organization.

i. Pugh Matrix: A Pugh matrix is a selection method used to compare and select the best solution from a set of alternative proposals. It helps in determining which of the solutions are more valuable than the others. It is also called as Decision matrix as it is used for making the decision from

different set of alternatives. The below table shows that, the features which would be adopted in HRCM tool for efficient working of the tool. The green ticks (✓) in the table indicates the features adopted by the companies whereas the red crosses (✗) is indicating the features which are not used/ adopted. Mahindra & Mahindra and Ericsson these 2 companies had deployed HRCM tool in their organization. TATA Motors Ltd., John Deere and Vodafone are resolving the queries with the help of Share Point, Service Now and EIC SAP. HRCM has benefitted these companies and satisfaction level of employees has merely increased which resulted in increase in productivity of the whole organization.

Table-II: Pugh Matrix for companies of Pune region

Sr. no.	Features	TATA Motors Ltd.	Mahindra & Mahindra	John Deere	Vodafone	Ericsson	Features we may adopt
1	Access to all employees	✓	✓	✗	✗	✓	✓
2	Mobile application & Web based access	✗	✓	✓	✓	✓	As per business need
3	Knowledge database	✓	✓	✗	✓	✓	✓
4	System directing the employees to the knowledge database before raising the tickets	✓	✓	✗	✓	✓	✓
5	Real time dashboard	✓	✓	✗	✓	✓	✓
6	Confidentiality is maintained through login credentials	✓	✓	✓	✓	✓	✓
7	Measuring the effectiveness of tool and process through KPIs and SLAs	✓	✓	✗	✓	✓	✓
8	Chat bots integrated with ticketing tool	✗	✓	✗	✗	✗	✗

IV. CONCLUSION

A good case management system facilitates the helpdesk service to efficiently handle a large number of queries, requests and problems without losing any information. The use of HR Case Management system will make sure

that all important interactions with the employees are tracked. HRCM provides the visibility for the status of queries which has been raised.

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HRCM ensures that the services provided is consistent and timely and all the records are securely housed in single point of contact hence shows the professionalism of HR department in the organization. This research helps in recognizing the benefits of HR Case Management tool and the gaps between the manual helpdesk and automated system for managing employee queries. Pugh matrix shows the best features adopted by the organizations of Pune region.

ABBREVIATIONS

HRCM- Human Resource Case Management

SME- Subject Matter Expert

SLA- Service Level Agreement

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