

HR Service Center Case Study



Challenge: \$12B transportation company that nearly doubled its revenue in the last 5 years with this growth trajectory expected to continue. The existing HR model wasn't equipped to meet the demand driven by both internal and external forces. The goal in creating a People Support Center (PSC) was to evolve their benefits-focused call center by improving employee experience, expanding service delivery, and creating the scale necessary for growth through optimization, consolidation, centralization and investments. The PSC serves as the foundation of HR transformation, enabling other areas of HR to focus efforts on strategic partnerships and new program development.

Approach: Launched the new PSC and equipped leadership with a timeline and playbook for incrementally shifting work from across HR, and evolving initial offerings through process design and technology

- Identified and onboarded a service partner to support call volumes while maintaining the desired experience
- Defined a new information flow, technology requirements, and implementation path to offer 24/7 support via chat, email, phone, service ticket, text and self service
- Built a business process framework and conducted in-depth analysis to identify queries, transactions and reporting work to be supported by the new department
- Designed the new org structure and transition plan to prioritize and expand the benefits call center into the evolved service center model
- Implemented a robust change management plan to identify and engage stakeholders in adoption
- Developed playbook and deployed training for the internal team to lead subsequent phases of implementation

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Challenge: Rapidly growing \$12B transportation company's existing HR organization wasn't equipped to meet the strategic and operational needs of its people. The goal in creating a People Support Center (PSC) was to create a one-stop shop for HR services focused on improving the employee experience, expanding service delivery, and creating the scale necessary for growth through optimization, consolidation, centralization and investments. The PSC serves as the foundation of HR transformation, enabling other areas of HR to focus efforts on strategic partnerships and new program development.

Approach: Launched a phased implementation approach to rapidly improve the employee experience while reducing the administrative burden on strategic HR business partners. Anticipate a 18-month timeline to transition additional HR services (e.g., talent acquisition, learning & development, reporting) and implement advanced automation and streamlined self-service options.

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HR Service Center Case Study Fact Sheet



Sample of Key Deliverables:

- Executive pitch materials for support and funding of the new operating model
- Implementation plan focused on transforming COEs and HRBPs into more strategic and innovative functions
- RFI's and RFP's for new partners and technology vendors
- Robust and repeatable change management plan with templates
- Business process framework and process design toolkit aligned to phased implementation plan
- Governance framework and project plan

Org Design of the Service Center:

- People Central: Employee-facing representatives handling queries and basic transactions. Responsible for opening and closing tickets, phone calls, texts, chats, emails, etc.
- Speciality Services: Intermediate-level professionals responsible for all workforce administration, payroll processing, and any repeatable transactional work from across HR
- Shared Services: Experienced professionals driving cross-functional HR work, including project management, vendor management, mergers & acquisitions, quality/process improvement and reporting support

Result: Successful launch of the People Support Center and internal team well-equipped to continue momentum.