



Reference Case

HR Process Excellence

Business Challenge

One of the biggest companies listed in DAX-30 assigned us to newly plan and conduct their project on the standardisation and harmonisation of their HR process model. At that time their HR role model – consisting of Shared Service Centre, Business Partner and Competence Centre – had already been accepted and understood within the company. There were, however, significant challenges for the project and our work:

- the HR role model was not to be verified within the process.
- benefits (better quality and higher efficiency) did not materialise due to many obscurities on the detailed levels. This led to an increase in dissatisfaction of the HR personnel, and the role model was questioned openly.
- the processes were conducted very differently in each of the 12 groups and they were documented only partly.

CPC AG was assigned to define standardised and optimised processes and their sustainable implementation in all


groups on the basis of the new HR role model.

Change. Delivered.

At the beginning of the project, we identified the 150 most important HR processes. We developed an approach which considered the following core principles:

- Classification according to process packages (release)
- Each process package was adjusted in accordance to a detailed procedure model – process modelling, preparation for implementation and implementation.

This enabled us to separate the project into manageable packages, to parallelise modelling and implementation and to implement processes at an early stage of the project. Almost 70 HR process excellence product and implementation managers were working on this project in addition to their day-to-day business tasks. Representatives of the groups and of the Shared Service Centre were involved in every phase of the project and were asked to help design a consistent HR process model throughout the company. Thus the project





team was facing the challenge of getting all decision makers together throughout the whole project. We were able to succeed due to an open and target-oriented communication and a transparent approach.

Another challenge within the framework of process implementation was to get hints on possible barriers to implementation from the day-to-day business. At the same time processes had to be presented and trained in an attractive way. We came up with the idea of specially designed process workshops. They both included elements of workshops and events – making it possible for representatives of all groups to get to know the processes in the shortest amount of time and to test them on their practical suitability.

You can see from the result of the project, that all goals were achieved as originally defined:

- Business Partner, Shared Service Centre and Competence Centre developed an understanding for each other and were able to increase co-operation

- We created the basis for a standardised IT landscape.
- Numerous operative problems and failures were eliminated.
- People from different groups work together.
- Active change management due to 150 workshops and process trainings.
- Significant increase in the internal customer satisfaction.

The project work created a coherent understanding of efficient processes and process structures. This is the starting point for a continual development and improvement of processes by the company's employees.

