



Reference Case

Standardisation of HR Processes and IT

Business Challenge

One of the world's biggest lorry manufacturers assigned CPC AG to help standardise its HR processes. In the past, different HR and service processes had developed at the different company locations. These mostly regional IT solutions led to a correspondingly high effort in operating the different systems. The project's aim was to harmonise the different HR processes at the different locations by defining and rolling out best-practice solutions. Additionally a new data platform was to be generated which

- replaces the existing HR systems at the different company locations
- ensures redundancy-free data management
- significantly contributes to a sustainable IT landscape which works across locations

Our aim was to operatively supervise the projects in harmonising HR processes, to ensure common procedures and project methods for all sub-projects as well as to ensure steering and decision-making abilities by a central programme management system.

Change. Delivered.

We identified the main 29 processes out of more than 100 HR processes, we designed an own project for each process and comprised it under a »programme management roof«. One of the biggest challenges was to carefully meter the project management structures for every single project, as the project leaders and participants mainly had to contribute to the project parallel to their operational day-to-day business or they were involved in other important projects as well. We highly focused on using a common approach. This made the 29 projects comparable and steerable. A common approach and »language« also contributed to a simpler co-operation not only between the different projects but also between the departments, IT, and the works councils; despite the high number of different locations.

Another challenge was that no project was to miss the set targets according to time, budget and quality, as if missed, the objectives of the »whole project« would be in danger. A specially-designed cost-tracking system enabled us to get a complete overview of planned and actual costs as well as the



budget used on each of the 29 projects. At the same time, time lags and quality problems could be verified at an early stage due to precise progress tracking. Acceptance was high among project parties due to quickest help with problems in the different projects, e.g. giving content-related support.

The high number of direct and indirect stakeholders with different information needs required communication management both target-group oriented and well co-ordinated as well as an active involvement of the key players; thus to ensure a high level of transparency and a continuous flow of information within the whole project.

As a result can be noticed that we and the involved parties of the different locations were able to find best-practice solutions for each HR process selected for standardisation. Some of these solutions have been further improved by new IT possibilities. We were able to realise the striven cost-saving potentials. This project also functioned as a trend-setting example for the co-operation between all locations to other departments beyond HR.

