

**HUMAN RESOURCES:  
ADOPTING THE  
ROLES MODEL.**



*Provide Structure!*

HR EXCELLENCE  
**.CPC**



**“THROUGH HR EXCELLENCE OUR  
CLIENTS REDUCE COSTS WHILE  
INCREASING QUALITY AND  
SATISFACTION ALL AROUND.”**

Gunnar Schultze, Manager at CPC

# REORGANIZING HUMAN RESOURCES: OF MAJOR IMPORTANCE TO COMPANIES.

**Human resources departments are more important than ever. They should work together as equal partners with other areas of the company and competently provide an ever-growing number of services, from answering personnel management questions to introducing strategic measures.**

HR must see itself as an equal business partner to truly fulfill this role. Based on experience, this calls for drastic changes in structures and workflows. Reorganizing human resources is therefore a major area of endeavor.

**Facing reorganization, many companies look to the HR Business Partner Model of Dave Ulrich and its three roles: business partner, competence center and shared service center. But making the transformation rarely goes as planned.**

In large parts of the business community, the following situation is much more likely. Companies may have indeed initiated the roles model, but attended only sporadically to the development of the HR department. That route costs considerable time and money. The transformation often stalls at the halfway point, leaving the three essential roles only partly implemented.

Other companies are still waiting. They continue to pursue a similar expert model but are not sure if they should tackle the transformation to the HR roles model. Those involved usually know, however, that this step is absolutely essential.

# THE HR ROLES MODEL: TRANSFORMATION WITH A CLEAR OBJECTIVE.

**Whether or not the shift to the HR roles model is already underway, it harbors the following inherent challenges that must be considered.**

**Processes:** The roles model requires modifying and standardizing processes at the detail level to realize efficiency and savings potential. This requires a thorough understanding of the business and its processes.

**Acceptance:** The roles model is changing the working world dramatically. The new or changed roles and the related processes may have been defined, but often have not been appropriately anchored at the ground level, with the employees. Consequently the hoped-for effects, especially cost savings and quality improvements, remain out of reach. To motivate HR employees to embrace the new roles and workflows, the change process needs to be actively shaped.

**Day-to-day operations:** Introducing the roles model is a bit like open-heart surgery, because business must continue as usual even during the change process. Strict project planning and management is therefore essential to successfully master this two-pronged challenge.

**Introducing the HR roles model requires a focused approach. It is the only way to successfully transform the HR organization in its entirety and attain the desired effects quickly and reliably.**

# HR EXCELLENCE:

**ROLES.  
PRODUCTS.  
PROCESSES.**



# RELIABLY ACHIEVE THE DESIRED RESULTS: THE PHASES AT A GLANCE.

**CPC uses a best-practice approach to reliably implement the HR roles model for its clients. We rely on our many years of experience and bypass conventional practices, which simply haven't proven effective in the real world.**

Instead, our approach aims to create value within the company, specifically in HR. Our model is organized into the following phases:



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## **1** Determine the strategy. The first phase clarifies the strategic issues:

- What challenges do the individual business areas present?**
- What is the HR vision?**
- How much does HR contribute to value creation and what should its contribution be in the future?**

A precisely defined strategy is the foundation for successfully implementing the roles model. This ensures that the individual business areas of the company are appropriately supported in HR matters.

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**2 Define the products and processes. In the second phase, HR services are identified and detailed.**

CPC helps our client define the HR deliverables as well as suitable metrics. We also help define quantitative and qualitative requirements. The result is a portfolio that portrays HR services as products. Based on those products, we define an efficient process model that becomes the bedrock for continuous improvement of all HR services.

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**3 Introduce the new structure. Firmly anchoring the new process, product and role structure is one of most difficult yet critical tasks.**

To successfully change the business, CPC employs formats such as workshops beforehand to simulate specific business scenarios. During the training, each employee takes on the tasks of his or her real job. The format provides an opportunity to test whether the new structures will function and be accepted. It also improves employee interaction. Because they understand and accept the changes, the new workflows are quickly adopted in practice.

**Finally, our consultants follow up on the actual introduction of the new structure and help with any necessary fine-tuning. Our clients can count on achieving the desired results.**



**“WE DON’T FOLLOW CONVENTIONAL  
METHODS BECAUSE THEY HAVE  
NOT PROVEN EFFECTIVE IN PRACTICE.”**

Gunnar Schultze, Manager at CPC



# OUR BENEFITS:

GET TO GOAL QUICKLY WITH THE RIGHT APPROACH.

CPC has many years of “boots-on-the-ground” experience and a wealth of proven tools, methods, and approaches that can be customized to the client.

- 1** CPC's focused approach gets stalled HR transformation projects back on track and successfully completed with **significant savings in time and money.**
- 2** HR excellence is embedded in our organizational, process, and project management competence, allowing us to implement HR transformations logically, with high quality, and relatively quickly. **The value thus added by the HR department increases along with internal customer satisfaction.**
- 3** CPC also covers the change aspect so critical to the success of such transformations. Employees rehearse their new roles in real-world simulations, **which in turn boosts their willingness to change in actual practice.**



# REFERENCE CASE:

## INTRODUCTION OF THE HR ROLES MODEL.

**A leading international telecommunications firm was faced with implementing standardized business processes throughout the enterprise using the HR roles model as a basis. Its predecessor project had already failed.**

The client tasked CPC with defining and implementing processes for the selected HR services within the three roles – business partner, shared service and competence center. First we crafted a process model and a communications concept (including appropriate instruments such as FAQs, an intranet platform, a newsletter, etc.) and anchored them at the top management level.

Then HR processes needed to be identified, modeled and documented. During the HR workshop, realistic scenarios were simulated to test the suitability of the process designs for everyday use. This approach allowed the employees to learn the processes and improve them at the same time. In the end, the implementation of the HR roles model was a success.

### **Furthermore, the client reached the following milestones:**

- . A perfect process model was designed that could be used to improve HR services on an ongoing basis.
- . Operational problems and disruptions were reduced.
- . Strong universal commitment to the transformation developed through actively sharing responsibility for the change.
- . Disparate groups in the company began communicating with one another.
- . The basis for a uniform IT landscape was created.
- . Internal customer satisfaction rose significantly.
- . The business partner, shared service center, and competence center groups gained a mutual understanding and were communicating better than ever.



**You can find further information on**  
**[www.cpc-ag.de](http://www.cpc-ag.de)**

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