Generating Early Value in HR **Outsourcing**

Introduction

Year 2000, a large financial institution with 600+ Offices in 56 locations and 24000 staff was looking at options to reduce operating costs and improving service levels. Due to data sensitivity, they decided to build their own captive facility in India - which offered a depth of talent and cost savings of >50%.

An internal core team identified some chore business functions like Payroll, Human Resource and Trade Finance the functions to be migrated.

The Challenge

For effective implementation the major challenges lay in building a seamless operating process between operating countries, use of cost-effective enabling technologies and the migration strategy.
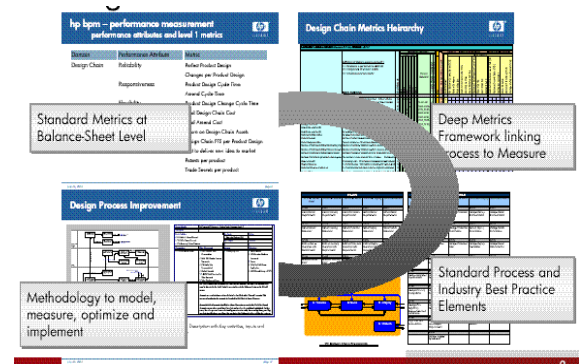
The Project

We established interface with a committee with HR, Finance, and IT

representations, well versed with knowledge of new process definitions, to Review, research and establish understanding of the enabling technology.

Everyone understood that much was at stake. This helped them put aside issues of command and control, enabling the spirit towards a common goal - a business oriented risk reduction approach to improve the organization's bottom line, while maintaining competitive advantage:

- A Pilot Project for first Migration was identified
- Processes, activities and tasks for the pilot project were defined
- Understanding, visibility for smooth knowledge transfer was established
- Parameters for process goals and targets were identified
- Matrices to measure the effectiveness were built
- Feedback reporting to roll back into standard was setup
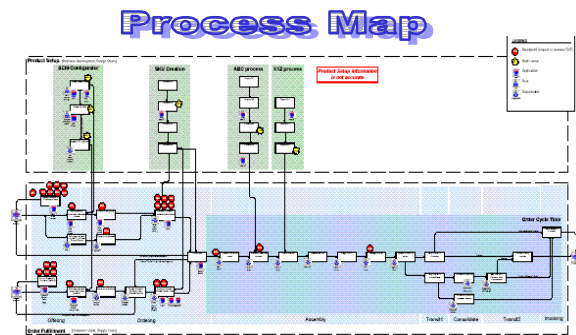- A migration lifecycle defined

Our Approach

Initially we framed the guidelines for the Pilot project selection and helped decide that payroll for Africa, with its least number of branches and employees be selected.

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The goals were then documented and key interfaces identified to understand and help generate the current processes and control practices.

To establish understanding we defined a simple, high-level process and its expected results and then worked up detailed documentation.

Technology was kept simple for support hubbing. For a smooth migration we decided to use a small team of IT experts to be the software development and support center. This team would have access to the global client network. All fresh recruitment documents were recommended to be scanned and sent to the support team via workstations and corporate WAN. We recommended the need for an IT support center at the Indian hub.

Overall, the development and documentation of the Redefined HR Process model, the activities, tasks and the measurement matrices took eight weeks.

After the pilot run, the committee interviewed the directly impacted back office center and process owners. The migrated process efficiency, effectiveness and intricacies were measured and documented.

The framework for future migration and Lifecycle Migration Policy and Strategy took eight weeks. Subsequently we offered additional advise on technical implementation.

The Result

By now the organization has migrated most of its HR Processes to the Captive BPO in India, which has 2400 staff and has started working on other Chore Processes.

About us

P.R.Glolinks is a global specialist consultancy, helping organizations design, develop and implement 'Right-Sourcing' strategies, with accumulated knowledge, in-depth acumen of business processes, comprehensive assessment of marketplace realities and intelligence of India.

Our unique Delivery model and pools of Functional Experts, Process Auditors, Technology specialists, Culture Managers and Quality Analysts catalyze the transformation to achieve *Sustained Excellence*.

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