



## HR solution that provides significant cost savings and increased efficiency

### Key Benefits:

- Significant cost savings
- Increased process efficiency and accuracy
- Improved data quality
- Improved production of management information
- Reduced processing times
- Foundation for self-service access

"I feel that we have a trusted partnership with Gap Consulting. As a valued partner they are bringing more to the table than just IT and that's important for us".

### Capita's partnership with Gap Consulting delivers a scalable, flexible solution that streamlines HR Administration

Capita is the UK's leading provider of BPO (Business Process Outsourcing) with a 23% market share. It employs 46,500 people at more than 350 business sites including 68 specialist business centres. Capita delivers BPO and professional services in 10 markets across the public and private sectors.

Capita has developed a broad based services business with multiple relationships covering a wide range of different sectors and continually explores new market areas.

### Reviewing the Dynamics xRM platform and planning improvements

Capita had won the contract to manage HR services for a major broadcaster and had completed an initial deployment of Microsoft Dynamics CRM in order to support that service. The company subsequently wanted to carry out a review of the system and assess whether the Microsoft Dynamics xRM platform could deliver their more detailed HR requirements.

Capita needed a comprehensive HR solution that supported all of the customer interactions, case management and work flow. It needed to adhere to very strict SLAs dictated by the broadcaster from when a case was originated, to when it was closed, and there were high levels of compliance required when accessing, tracking and storing the HR data.

*"The operating model previously saw every piece of work received dealt with as an activity, but it made SLA measuring and MI metrics around operations very difficult to achieve," explains Pope. "Our proposal going forward was to say actually it's not so much that everything is an activity, there is a request that comes in and that should be a case, and a case consists of a number of activities and then we can measure the end to end associated with those."*



"Gap Consulting are just in that 'sweet spot'. They're not too small that they can't call on resource as and when they need to, but they're not too big that if I have a problem I can't pick up the phone and have an honest and candid conversation with them."

JASON POPE, IT DELIVERY DIRECTOR AT CAPITA

### Redesigning and automating key processes

Gap Consulting was engaged to help with the initial high level review of the system and subsequently to provide strategic advice on the best way to achieve better results from the Dynamics xRM platform going forwards.

*"I made initial contact with Gap Consulting because I had worked previously with Gap in my prior role with a Global bank," says Jason Pope, IT Delivery Director. "It was a natural choice to go to them and have a conversation."*

Gap Consulting helped the team from Capita to present the high-level business case to senior stakeholders through a series of workshops. The business case was then further refined to include headcount savings, efficiency savings and a requirements document. The resulting programme of work included a re-implementation of the CRM system, a redesign of all of the processes, some further automation as well as cultural change within the organisation.

*"We generally relied on Gap to propose how they believed it should work, based on their skills set and experience," says Pope. "I obviously had a view as to how I saw it working, and it was effectively a virtual team that worked very well together."*

### Improving performance in key areas

The Microsoft Dynamics HR solution that Gap Consulting and Capita designed together had to meet four key requirements:

- Identification and verification – making sure that the employees accessing the service were entitled to use it and personal data could be accessed.
- Case management – identifying the service employees required, and the SLA measures associated with that particular service to ensure activities were completed on time.
- Workflow and automation – enabling some activities to be prioritised or escalated automatically in order to maximise efficiency.
- Information management - improving the production of management information to provide evidence to the broadcaster that service was delivered in line with SLAs.

The need for improved production of MI was a key driver for the project, as Capita charged the broadcaster a fixed fee for the HR service each month based on a defined set of parameters. If they failed to meet the customer's SLAs; they had to pay penalties.

*"The vision was to produce a set of reports or dashboards that the operational teams could use to check where the work was at any one point in time," explains Pope. "That helped them with workforce planning, whether they needed further resources to ensure they adhered to the SLAs."*

### The benefits

The re-implemented, redesigned HR solution built on the Microsoft Dynamics xRM platform has provided Capita with a wide range of benefits.

**Headcount Reduction:** Because Capita has been able to streamline and automate many of its processes as a result of the new solution, the company was able to make a headcount reduction of 30 people from a team of 200 which has led to significant cost savings. This benefit was achieved within 6 months following the implementation.

**Process Efficiency:** The system has also led to increased process efficiency and accuracy, which is very important when there is continual pressure for Capita to adhere to strict SLAs for each of the HR processes it manages. With the new solution enabling many key processes to be automated and escalated, there has been a significant reduction in processing times across the board.

**Management Information:** The work on improving the production of management information has also paid off, with key reports being created quickly and simply, demonstrating that Capita is meeting the SLAs and processing the required HR workload.

**Direct Access:** A final additional benefit has been enabling the broadcaster's employees to access the system more directly, either through integration of web forms or via direct access to the solution. This enables cases to be started automatically and speeds up the workflow.

This HR solution has become the key system that enables Capita to run effective HR services for the broadcaster. It enables 220 Capita staff to provide a full service to around 60,000 people and has been running successfully for over four years.

*"I think the key message that I'd want to get across is that I feel that we have a trusted partnership when we work together. They understand our business - particularly around CRM and HR projects. The technology is probably 30% of the challenge; the rest is organisational and cultural. Gap Consulting get that and they understand it," concludes Pope.*

xRM is the term we use when we extend Microsoft Dynamics CRM to cater for business or department specific data and processes i.e. HR Management. Microsoft Dynamics CRM is a highly flexible platform built with xRM in mind.