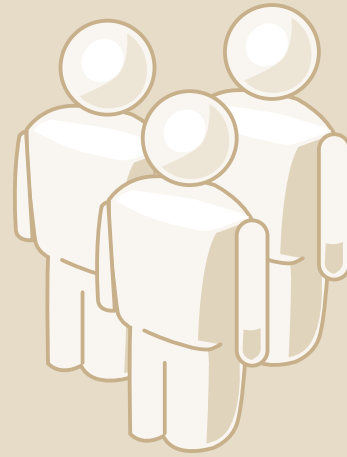


It's a People Process



From Possibility...

One of our consultants has been working with a Defence Sector organisation which is several years into the development of Process Management and Improvement. This approach encompasses the whole business and they have taken great care to appoint and develop some of their best people as Process Owners.

Process Management is integral to their Continuous Improvement process and one of the challenges over the past 12 months has been to embed process thinking into some of the support functions, including HR.

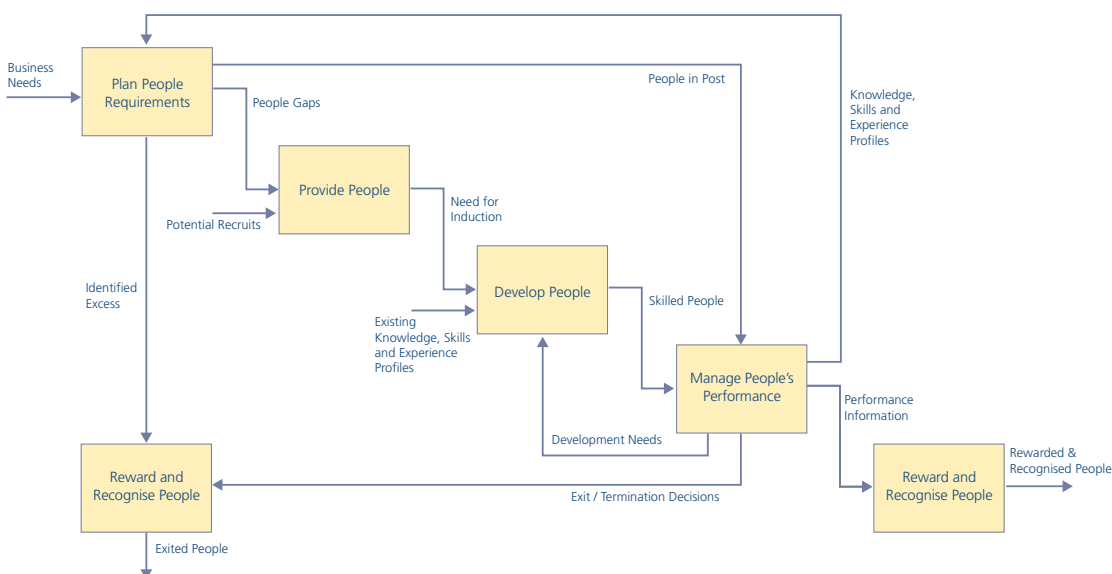
The vision was to have highly visible People Management processes, owned, managed, measured and continuously improved.

OUR APPROACH

All the HR Process Owners attended the Company's modular Process Owner training programme to learn the basic requirements of their role. This gave them the tools to define the scope of their processes, their customers, and to begin to consider how they might quantify performance.



Our consultant facilitated a series of workshop sessions where the HR Process Owners developed a process view of their business. An example of a typical HR Process Model is shown below:



The HR Process Model provided the context diagram within which all subsequent process improvement work would be carried out. It defined the six key processes, together with their inputs and outputs. Collectively, the HR team deploys these processes in order to achieve the organisation's People Outcomes. Each of the six processes is owned by an HR Manager, who is responsible for developing the lower levels of detail of their process, together with measurement and improvement plans.

We helped to develop a simple Process Health-check Grid to enable each of the Process Owners to identify how capable their process was already, and how much better they needed to make it. The Grid defines the characteristics of a "good process" and provides a basis for planning to improve.

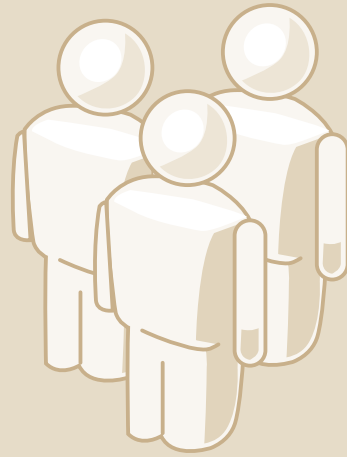
To Actuality...

Processes only become "real" when they begin to describe the "day job", so one of the key tasks of each Process Owner was to drill down, through their process, to produce maps that described how work was actually done, by their teams and HR's customers.

MAKING IT REAL

Taking two of the processes as examples, Provide People and Develop People, much of the initial work required was to identify exactly who the customers of these processes were and what they wanted. It would be very easy to say "everybody", but it was important to be much more specific and identify key groups, such as Line Managers

It's a People Process



THE BENEFITS

HR, Line Managers and staff now have access to up-to-date versions of the key HR processes, from their desktops. Current performance is visible and any areas where targets are not being achieved can be traced directly to the relevant process. Ownership is clear, as are responsibilities for carrying out the processes to the required standards. Finally, and most importantly, the focus on processes has caused a wide range of improvement opportunities to be identified and addressed.



FURTHER INFORMATION

To receive regular case studies and articles like this one, you can subscribe to our newsletter 'Actualty'. Contact us at Ad Esse Consulting Ltd.

PHONE: +44 (0) 870 458 6162 EMAIL: seriousfun@ad-esse.com WEBSITE: www.ad-esse.com