Process Improvement – creating the environment for success

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Wendy Allardes

Head up HR Shared Services in EMEA, based in Paisley

Chartered HR Director

Different industries: Same Issues – Life Sciences, Retail, Chilled Food Manufacturing, Transport, Oil & Gas, Magazines, Newspapers & Radio

Not technical - deliver results through people
Achieving transformational results – create the ENVIRONMENT for success

Great technology in a hostile environment will probably fail to deliver……

Great technology in a prepared environment enables transformation
Transforming HR Shared Services

Thermo Fisher Scientific - who we are

Our environment challenges & what we’ve achieved

Making a difference - what we’ve learnt & working with Nintex Promapp
We enable our customers to make the world healthier, cleaner and safer.
**Unsurpassed and Evolving Portfolio Mix**

<table>
<thead>
<tr>
<th>Healthcare</th>
<th>Life Sciences</th>
<th>Applied Markets</th>
<th>Lab Equipment, Chemicals and Scientific Supplies Channel</th>
<th>Pharma and Biotech</th>
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<tbody>
<tr>
<td>ImmunoDiagnostics</td>
<td>Clinical Oncology</td>
<td>Genetic Analysis</td>
<td>Electron Microscopy</td>
<td>Lab Equipment</td>
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<td>Mass Spectrometry</td>
<td>Reproductive Health</td>
<td>Lab Consumables</td>
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<td>Microbiology</td>
<td>Cell Analysis</td>
<td>Cell Culture</td>
<td>Chemical Analysis</td>
<td>Laboratory Chemicals</td>
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<td>Transplant Diagnostics</td>
<td>Human Identification</td>
<td>Chromatography</td>
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<td>Scientific Supplies</td>
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<td>Pathology</td>
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<td>Clinical Trial</td>
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**Enterprise-Wide Services and Digital Science Solutions**
Global

- 70,000 employees
- 64 Countries
- 5 Groups Globally

The world leader in serving science
The world leader in serving science
HR Shared Services (HR1) in EMEA at a Glance:

Our EMEA HR1 team has approximately 70 dedicated and skilled professionals delivering high quality global support services.

We have a service portfolio with over 130 unique tasks in over 37 countries.

Each year EMEA HR1 is responsible for processing over 130K transactions partnering with many functions and lines of business.

Key Services are listed below:

- Inquiry Management
- Data Maintenance
- Document Administration
- Process Delivery/Administration
- Administration for Benefits
- Administration for Leave & Absence
- Administration of New Hires
- Administration of Leavers
- Payroll
- Workday Support (HR System)
- Administration For Workforce & Organizational Changes
- Administration For Training
Operating in a highly complex environment

- US based, highly matrixed business - complex corporate structure with 4 HR Centers of Excellence

- Rapid growth through acquisitions with significant process and technological variation between and within countries, divisions and sites

- Rapid deployment of HR1 Service (within 12 months) as part of a Global HRIS (Workday) roll out with a process ‘lift & shift’ approach

- Complex service offering - more than 130 HR1 Admin Tasks; many of which are complex and involve multiple stakeholders

- Team fit challenges - HR1 Team members were drawn from existing HR Field Teams distributed throughout Europe
KPI Results

**Case Volume**
- 2016: 56,544
- 2017: 100,130
- 2018: 134,594

**Time to Resolve - % of Cases Resolved < 48 Hrs**
- 2016: 72%
- 2017: 84%
- 2018: 82%

**Case per HR1 Specialist**
- 2016: 1,010
- 2017: 1,641
- 2018: 2,864

**CSAT**
- 2016: 90%
- 2017: 94%
- 2018: 95%
How we’ve achieved success

If you put great technology in a hostile environment you are set up for failure......

If you put great technology into the right environment you can achieve transformational results
<table>
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<th>Clarity</th>
<th>Relationships</th>
<th>Resourcing</th>
<th>Tools and Technology</th>
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<tbody>
<tr>
<td>Established a formalised ‘In-take’ process</td>
<td>Developed mutual professional trust with key stakeholders – allowed us to have ‘difficult’ conversations when moving workload</td>
<td>Recognized the level of skill &amp; time needed to drive process improvement</td>
<td>HRIS: Workday</td>
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<td>Processes defined in <strong>detail</strong> in partnership with stakeholders - from bottom up not just top down</td>
<td>Pushed for a Multi-functional approach to break down silo’s and enable end to end processes</td>
<td>Introduced dedicated ‘process improvement’ roles (high cost to lower cost areas)</td>
<td>Case Management: Service Now</td>
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<td>Raised awareness that we need to look at end to end processes not just HR1 tasks</td>
<td>Engaged with our teams and improved our communication to keep them ‘in the loop’</td>
<td>Developed functional specialisms -payroll, fleet etc.</td>
<td>Process Mapping: Nintex Promapp</td>
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<td>Defined ‘In Scope/Out of Scope’ Service in simple practical terms</td>
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<td>PPI – Focused on involving all team members on day to day improvement activities</td>
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Benefits

These are some of the following benefits we have seen in our business using Promapp:

- Ease of use
- All the functionality required
- Better Process Control and Visibility
- Responsiveness of Promapp
- Web Browser Based
Our Vision: Digital HR Strategy & Employee Experience Roadmap

**FOUNDATION & STRUCTURE**

- HR Roles & Service Delivery Model
  - Technology Infrastructure (system of record & system of engagement)
  - Data Integrity
  - HR Content (Policies & Programs)

**PROCESS**

- Global Process Harmonization
- Efficient End-to-End Process Optimization
  - Digitalization / RPA Pilots
  - HR Content (Procedures)
  - HR Knowledgebase
  - HR Service Delivery

**AUXOMATION**

- Tailor Processes for Personas
- Employee Portal (1-Stop-Shop)
- Targeted Content Delivery
- Live Chat

**CREDIBILITY**

- Adoption

**ENGAGEMENT**

- Personalization

**CONSISTENT & ENHANCED EMPLOYEE EXPERIENCE**

- Fully Utilize Technology for All Workflows
- Robotic Process Automation Expansion
- Machine Learning
- Artificial Intelligence / Bots
Achieving transformational results – create the ENVIRONMENT for success

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THANK YOU