

# THE HRI APPROACH



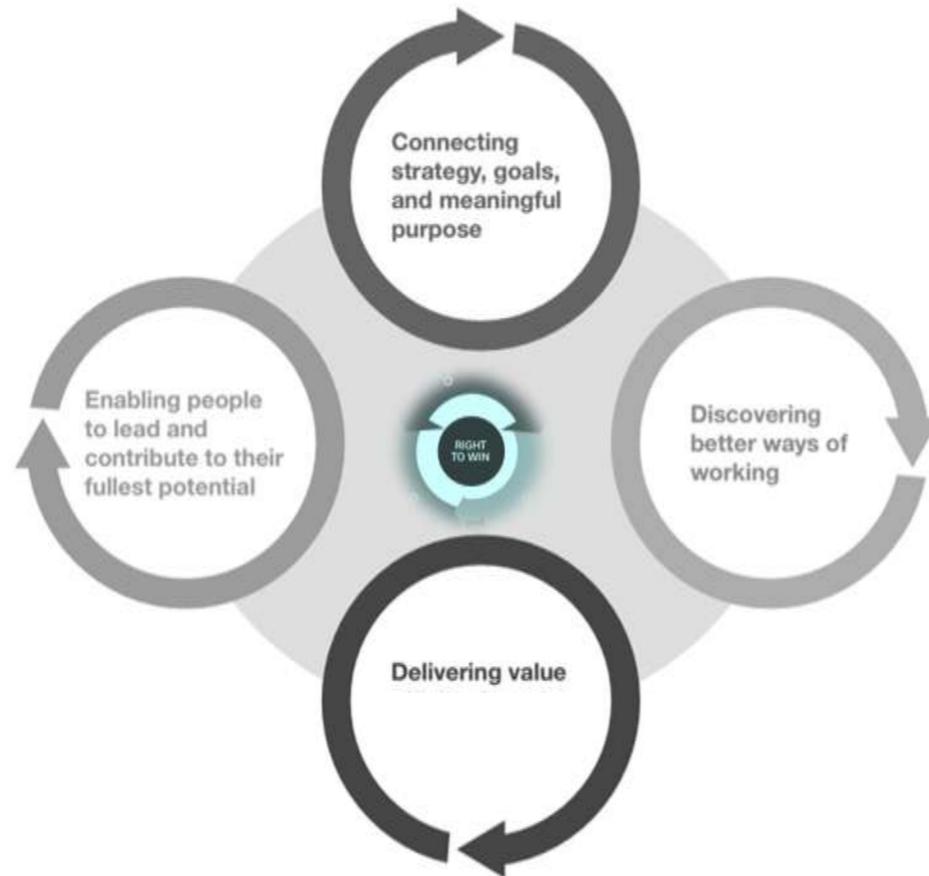
Become a  
**Next Generation** Enterprise



# OPERATING AS MANY ... PERFORMING AS ONE

## 4 integrated management principles

**OPERATING AS MANY ... PERFORMING AS ONE** is an integrated approach that transforms the entire organisation allowing it to renew itself continuously for lasting value.



### A consistent system for:

- Delivering value
- Enabling people to their fullest potential.
- Better ways of working.
- Connecting strategy and people

The four build on one another.

By adopting a consistent system that delivers rapid improvement in performance, while unlocking much greater value through continuous improvement over time, is the way to deliver results.

## 'ONE-TO-MANY' INTEGRATED HR SERVICE PROVISION AND A NEW SOURCE OF VALUE

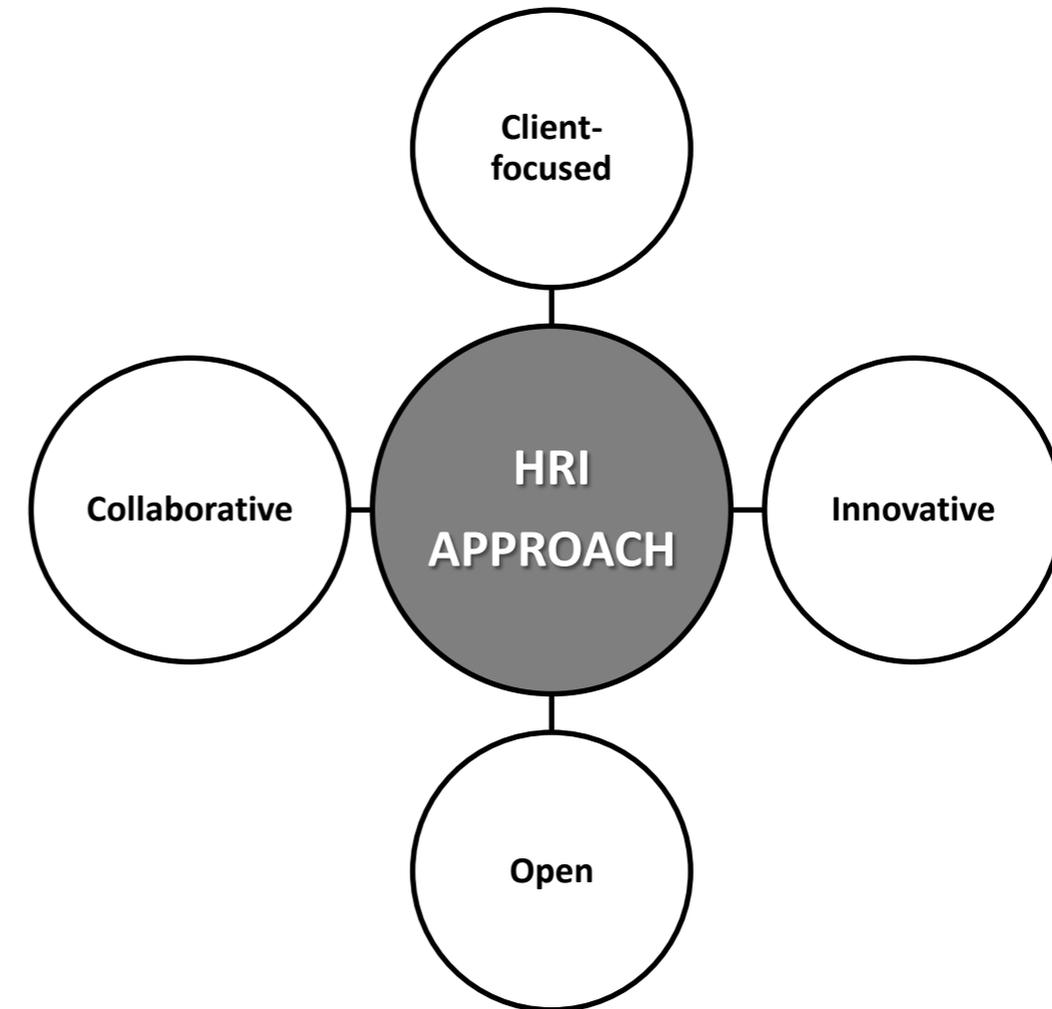
### 5 key characteristics:

- managed standardised, technology-enabled HR administration process services;
- provisioning the people that operate them, the underlying software-as-a-service platform, and the supporting infrastructure;
- focus on business outputs or outcomes rather than inputs such as labour and physical assets;
- help drive innovation via process re-engineering, greater business agility and productivity improvements.
- flexible and scalable in the face of demand fluctuations and provide high-quality process workflows.

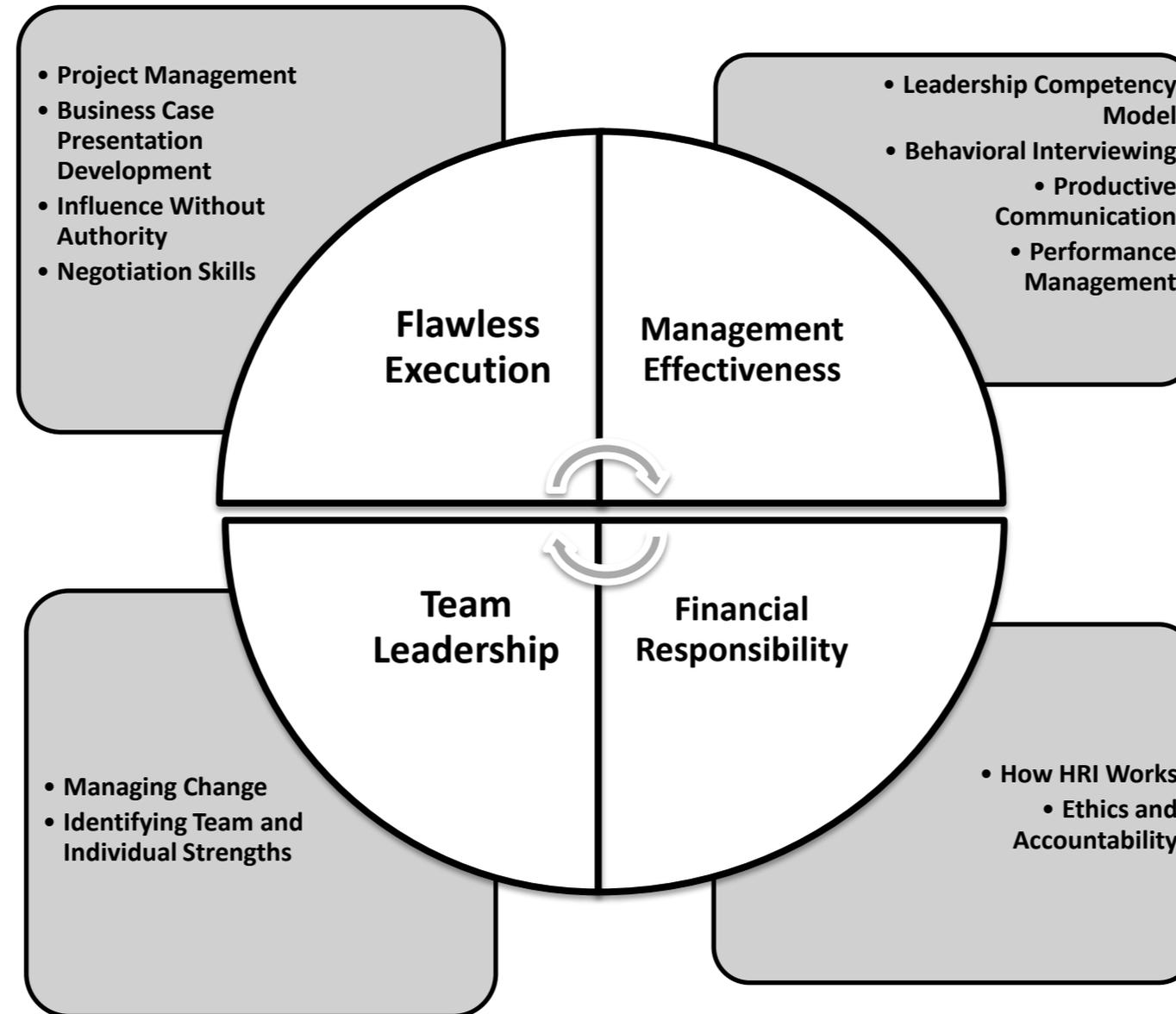
**THE BOTTOM-LINE:** change the focus to the achievement of outcomes

# THE HRI APPROACH

HR Integration Group APPROACH	WHAT DO WE EXPECT?
<b>Client-focused</b>	<ul style="list-style-type: none"> <li>• Responsive and anticipate client needs</li> </ul>
<b>Innovative</b>	<ul style="list-style-type: none"> <li>• Think creatively; be curious</li> <li>• Take (calculated) risks including learning from failures</li> </ul>
<b>Open</b>	<ul style="list-style-type: none"> <li>• Honest and frequent communications</li> <li>• Open information sharing</li> <li>• Proactively think about how certain info is helpful to others</li> </ul>
<b>Collaborative</b>	<ul style="list-style-type: none"> <li>• Be consistently respectful</li> <li>• Listen well</li> <li>• Be present</li> <li>• Suspend self- interest</li> <li>• Share success</li> <li>• Take the first step</li> </ul>



# THE HRI APPROACH



## Project Management Principles

- Research, Evaluation, Development
- Simplify, Focus, Integrate
- Strict Confidentiality
- An individual approach to each client
- Technological enablement that fosters efficient workflows
- Systematic process assessment & Optimisation
- Flexibility, Scale
- Contractually guaranteed Service Quality Standards

*Execution must be quick with high accuracy & expertise.*

*Every piece of information shall be kept highly secure.*

# PERFORMANCE

## THE HRI PERFORMANCE MODEL

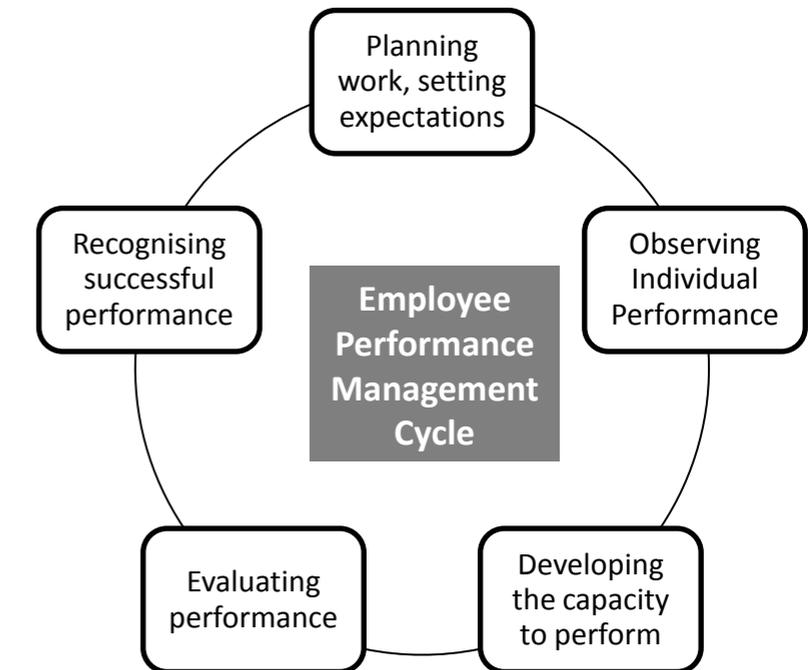
Performance expectations of all employees are established along the three leadership dimensions – Business Operator, Value Creator and People Developer.

These are used to set detailed objectives for each individual.

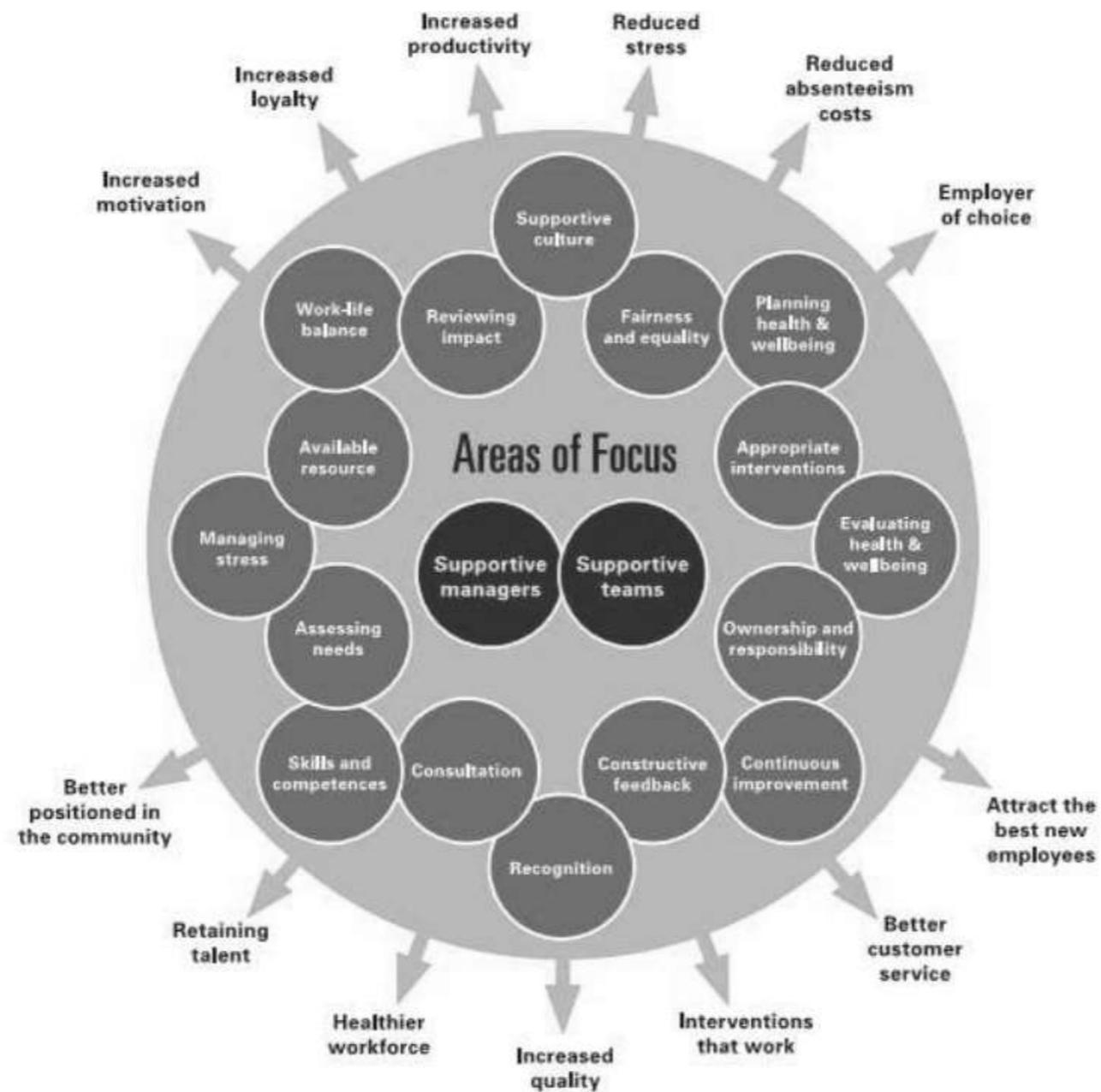
Not only is what people do important but also how, which is why certain actions which exhibit how the employee brings the organisation's values to life are expected in the way of working.

We endeavour to provide its people with the best possible development opportunities and challenging experiences to help them evolve into leaders within the firm, profession and communities at large.

Building further on the leadership development framework to groom future leaders.



# AREAS of FOCUS



## The 9 Governing Principles

These are directly incorporated for handling quality of service (QoS) requirements, using a context-driven approach.

### The governing principles are:

- **Partner with customers.** This means team decisions are based on a sound understanding of the customer's business and on active customer participation in service delivery.
- **Work toward a shared vision.** This means adopting a shared vision to align the team around a common goal and set the customer's expectations.
- **Deliver incremental value.** This means that process and infrastructure are proven and improved and missing requirements are detected early.
- **Invest in quality.** This means every team member assumes responsibility for the quality of the product / service. Responsibility for quality cannot be delegated from one team member to another team member or function.
- **Empower team members.** This means each member is empowered to deliver on their own commitments and has confidence that, where they depend on the commitments of other team members, that these will also be met.
- **Establish clear accountability.** This means a clear line of accountability and shared responsibility for overall success. Within the team, each role is accountable to the team itself (and to their own respective departments) for achieving their role's quality goals.
- **Learn from all experiences.** This means each project, iteration and interaction within the customer lifecycle creates a learning opportunity through honest feedback and reflection.
- **Foster open communications.** This means an open and honest approach to communications, both within the team and with key stakeholders, to promote a free-flow of information, reduce misunderstandings and wasted effort, and ensure that all team members perform at full potential.
- **Stay agile, adapt to change.** This means to ensure that all core roles, capabilities and capacities are available so they can contribute to decisions arising from unexpected changes.

## Our Business Standards

Business standards provide insight into the way our organisation operates.

- Professionalism.
- Ethical approach in service and product delivery.
- Respectful and helpful nature of our product and service offering.
- Competency, and relationship with innovation.
- Commercially viable projects and services to be pursued

*We have a clear and unequivocal commitment to business standards that are ethical, professional, performance-focused and service-oriented.*

- Focus on the development of information and knowledge to assist the organisation in making better informed decisions and resulting actions affecting the well being of the organisation and its clients;
- The development and maintenance of a work environment that is safe, actively fosters personal development and personal integrity, builds teamwork and values performance.

### THIS COMMITMENT SEEKS TO PROVIDE A CLEAR AND INTEGRATED FOCUS ON:

- the identification of employee needs through communication and consultation;
- the development of information and knowledge to make better informed decisions, and resulting actions, affecting the well-being of the organisation and its members;
- the development and delivery of partnership arrangements which recognise and build on the responsibilities and capacities of the partners; and
- the development and maintenance of a work environment which actively fosters professional development and personal integrity, builds teamwork and values performance.

## Mindsets

A culture that fosters sustainable success requires a mindset, which is a collection of values that determine how individuals will interpret and respond to situations.

### There are 5 values:

- Focus on business value
- Take pride in your work
- Deliver on your commitments
- Look at the big picture
- Learn continuously

## WE STREAMLINE OUR OPERATIONS TO ACHIEVE EFFICIENCIES

### DELIVERY MODEL

Our Delivery Model allows us to utilise the best talent available, wherever it is located, to achieve the best financial and delivery results possible.

*Our Center of Excellence (CoE) is in charge of our Delivery Model*

**The CoE is the heart for all activity across the organisation and maintains all infrastructure ( key policies, tools, governance arrangements, market scanning, relationships.**

**Provides internal consultancy support for the identification/evaluation/justification/ implementation/operation of our HR Shared Services projects.**

**Driving Certainty & Efficiency:** The objective is to drive predictability and efficiency in delivery of services through automation - to increase business productivity, to reap the benefits of significant effort / cost savings due to reduced cycle time, process standardisation and reduction in human errors.

#### **Our Service Delivery Model relies on the following key elements:**

- Highly skilled professionals
- Cost competitiveness
- An integrated workflow based system with reusable tools and knowledge management
- Accelerated the speed to market of our solutions through our Center of Excellence and depth of capabilities.
- Innovative Delivery Models with focus on agile delivery, Componentised work and make use of Crowd-sourcing talent pools

- Standardisation of business processes
- Automated systems / tasks
- High volume throughput
- Extensive training and development
- Sophisticated shared services - subcontracting / offshoring
- Continuous performance improvement
- Increased productivity
- An excel mindset culture

**Our aim is to always stay focused on getting *the best performance* from employees.**

**Usually, this means getting employees to:**

- *Have* something (skills, competencies, abilities).
- *Feel* something (commitment, engagement, motivation).
- *Do* something (come to work, be productive, serve customers, stay with the organisation).

**At HRI, HR is expected to:**

- Anticipate and build skills.
- Lead transformation.
- Grow HRI

Communication, active top management involvement, realistic budgets, manager accountability, and stretch targets are top priorities for improvement.

Process transparency, focus on results, business case standardisation, and understanding of strategy are top levers.

Effective learning, overlap between initiatives, realistic resource allocation, manager accountability, and staff attitude are top priorities for improvement.

For our purposes, *HR strategy* means a system of human resource practices for a particular job or collection of jobs aimed at the best employee performance possible to meet the firm's ultimate goals. This will further reinforce the capabilities and behaviours required to support the future operating model and be a key enabler of culture change.

### **Continuous Improvement**

The Continuous Improvement initiative encompasses

projects revolving around necessary structural adaptations, including the so-called "trigger events" which set of the process of dealing with structural problems, and a team are in place to:

- Improve the efficiency of existing HR and Payroll processing and Consultancy Services
- Establish appropriate skills to provide sustainable platform for business process review and improvement
- Deliver evident financial benefits to our customers along with improving quality and reducing risk
- Embed an inquisitive culture throughout the organisation to 'Always do Better'.

**Our HR strategy identifies company characteristics that motivate and energise those employees.**

**HRI *motivates its employees through:***

- Performance-based opportunities.
- Leadership.
- Hiring diverse and talented people.
- Flexibility.
- A values-based climate

## PEOPLE AND THEIR ACTIVITIES

Our approach to structuring people and their activities to enable success.

The fundamental principles are:

- **Team** - with clear accountability, shared responsibility, and open communications. Each role is accountable for a specific share of the quality of the overall solution.
- **Perspective** - Every perspective is charted to provide the checks and balances that prevent errors of omission and lopsided decisions.
- **Stretch to fit** - to the scale necessary for the specific project.

## SUCCESS ATTRIBUTES

These are directly incorporated for handling quality of service (QoS) requirements, such as performance.

- **Partner with customers.**

This means team decisions are based on a sound understanding of the customer's business and on active customer participation in project / service delivery.

- **Work toward a shared vision.**

This means adopting a shared vision to align the team around a common goal and set the customer's expectations.

- **Proactive** – processes are tracked, and missing requirements are detected early.

- **Invest in quality** - team members assume responsibility for the quality of the service.

- **Empower team interdependence** - each member is empowered to deliver on their own commitments and has confidence that, where they depend on the commitments of other team members, that these will also be met.

- **Establish clear accountability** – within the team, each role is accountable to the team itself for achieving their role's quality goals.

- **Learn from all experiences** – each project and interaction within the project creates a learning opportunity through honest feedback and reflection.

- **Foster open communications** – an open approach to communications, both within the team and with key stakeholders, and clients to promote a free-flow of information, reduce misunderstandings, and uncertainties surrounding the project.

- **Stay agile, adapt to change** – this punctuates the fact that things are continually changing.

# 10

## Dimensions of Service Quality

**Reliability** -- consistency of performance and dependability

**Responsiveness** -- readiness to provide timely service

**Competence** -- possession of the skills and knowledge to perform the service

**Access** -- approachability and ease of contact

**Courtesy** -- politeness, respect

**Communication** -- educating and informing customers in a language they can understand; listening to customers

**Credibility** -- trustworthiness; having customer's best interest at heart

**Security** -- freedom from risk & doubt

**Understanding** -- the customer's needs; learning the specific requirements; providing individualised attention

**Tangibles** -- the physical evidence of service (facilities, tools, equipment)

## **We intend to consistently exceed expectations.**

Our clients have always been our focus, and in the future, we will continue to focus on providing excellent, effective and innovative solutions that strengthen and improve our clients' businesses.

We are committed to conducting our business in a manner that ensures long-term sustainability for the benefit of all stakeholders. Sustainability is a continuous journey and requires a multi-disciplinary approach. Good governance, sound risk management and stakeholder engagement.

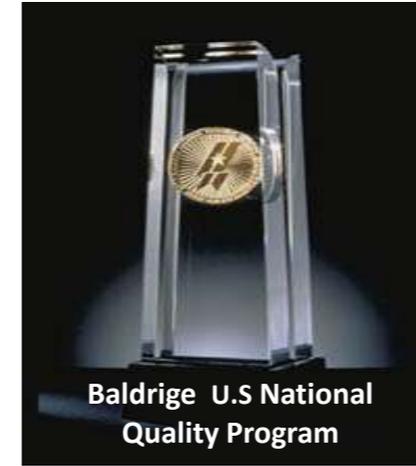
### **To execute on this - consistently exceed expectations - we are focusing on the following themes:**

- Creating industry focused solutions and building capability for **consultative (insights) selling**
- Achieving operational excellence to deliver certainty and efficiency through automation, platforms and process initiatives, as well as our Vested Outsourcing Model and our Vendor Management Office (VMO)
- Building an eco-system through partnerships and investments to enhance our expertise, customer reach and service offerings
- Delivering transformational capability through emerging technologies such as cloud, analytics, and mobility

**We are certain that our business direction is in the best interests of our customers, employees and shareholders.**

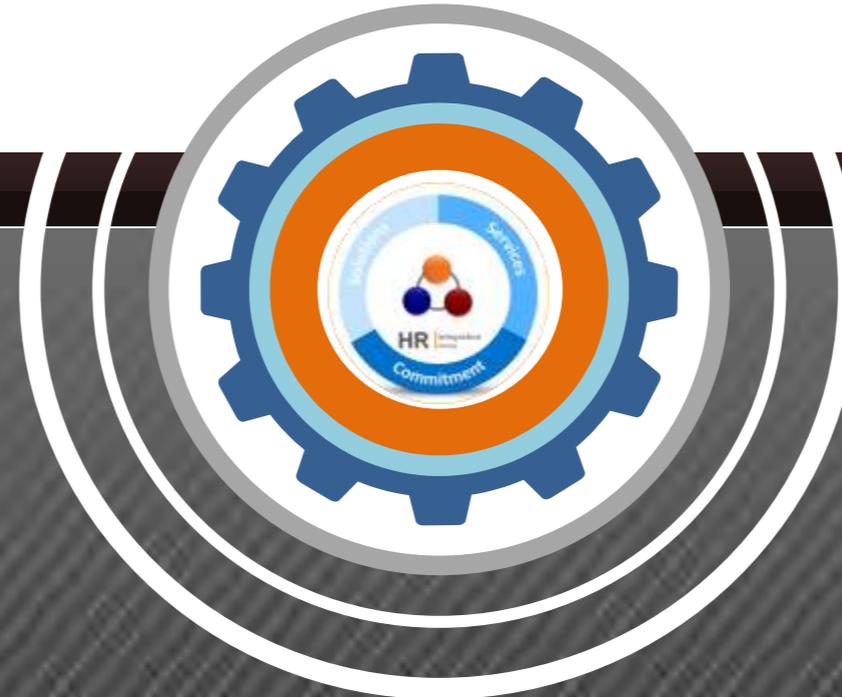
- we all try to do things better
- we all work as one team
- we are always helpful and give a first rate service to customers
- we build trust through the way we behave
- we develop ourselves and others to make a valued contribution

# THE TOOLS



Empowering the

**EMPEP**<sup>®</sup> 2020 Vision  
> Excel MindSet Performance Excellence Program



LET'S DO SOMETHING  
GREAT TOGETHER



MAKE THINGS  
HAPPEN !

Because the  
world needs  
big ideas



Become a  
**Next Generation** Enterprise



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