



# Aligning HR system and strategy

## Reviewing existing capability and providing a three plan for improvements

In 2016 we were engaged by free to air television network to carry out a review of their HR systems and make recommendations on how to take it forward strategically. They had built up a suite of independent best of breed systems and wanted to know whether to continue the strategy of maintaining and enhancing the separate solutions or move to an ERP approach.

Our review assessed each system and associated processes, identifying strengths and weaknesses, as well as conducting a holistic view of the full suite assessing the contribution or hindrance to the overall HR Strategy.

What emerged was a picture of great pockets of good practice but contrasted with pockets of poor

practice with manual effort supporting dated solutions. Clunky or missing integration resulted in unnecessary admin and a lack of cross-organisation and cross-process insight.

When examining the HR Strategy it became clear that the systems were holding the organisation back from achieving their aims.

## Business situation

A fairly new HR Director was in the process of setting a new HR Strategy and having gained buy-in from the board, needed to flesh out the detailed plans to achieve the strategy.

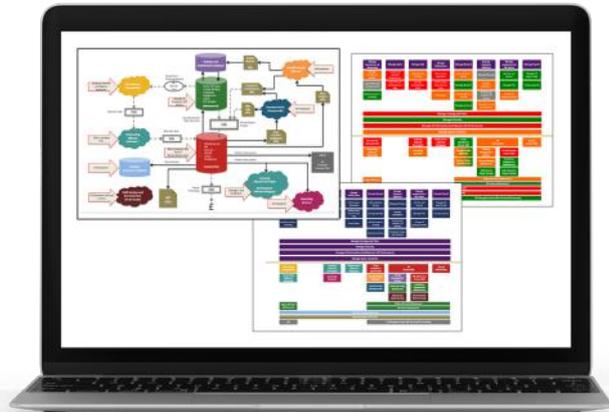
Our role was to assess how the HR systems map were helping or hindering achievement of the strategy and to make recommendations on how to address any challenges.

## Solution

The key conclusion was that the existing suite of independent systems were ultimately hindering the HR Strategy being achieved.

Our recommendation was to move to a single fully integrated solution to free up admin, provide managers with better access to the information they need to manage their teams and to re-focus the HR effort away from admin and data provision to more strategic planning and intervention.

In particular, key priorities were skills development, attraction and retention of talent. As well as boosting the Talent Management team, the strategy was to reduce admin roles and increase HR Consultancy effort to focus on coaching and developing line management to manage team performance.



## Benefits of the Succeed solution

An independent review which helped the senior management confirm some hunches they already had but provided new insight in what was working well and where improvements were needed.

Whilst concluding the broad system strategy was relatively straight forward, the main benefit of engaging Succeed was using our experience to turn the broad strategy into a three year implementation plan. We were able to guide the senior team with a logical path on how to tackle this significant challenge.