

STRICTLY PRIVATE & CONFIDENTIAL

 **AdviserPlus**

CROWN COMMERCIAL SERVICES - G-CLOUD 14

Service Definition Document: *empower*[®] by AdviserPlus

Transforming employee relations to drive business success

 **AdviserPlus**
Simplifying employee relations

 An
Empowering
People Group
company

Contents

About AdviserPlus	3
Service Overview	4-5
empower [®] Alternatives	6
How empower [®] Transforms Employee Relations	7
empower [®] Enable and Transform	8-9
Advice Line	10
Reporting, Analytics and Insight	11
Additional Services	12
Implementation	13
empower [®] and Enable Implementation	14
empower [®] and Transform Implementation	15
Technology and Information Security	16-18
Summary	19

ABOUT ADVISERPLUS

SIMPLIFYING EMPLOYEE RELATIONS

The ethos at AdviserPlus is to simplify employee relations to transform HR, whatever the size, sector or complexity of the organisations we support. Our focus is to digitally transform processes and empower line managers to self-serve people matters, improving employee experiences and freeing up HR to focus on strategic priorities.

It is this approach that has led to us being in the privileged position of transforming the employee relations delivery models of leading brands such as Currys, Network Rail, Bradford Metropolitan District Council, BBC, BT Group, National Highways and Sainsbury's.

By combining our award-winning cloud technology, *empower*[®], data insight and expert HR guidance, we revolutionise employee relations case management helping you empower your leaders, engage your people and improve business efficiency. Delivering a positive return on investment (ROI), improved productivity, reduced sickness absence and risk mitigation, our business-changing solution builds healthier organisations where people can thrive.

A COLLABORATIVE PARTNERSHIP

Invest in a partnership that supports you in the design and execution of your people strategy. With more than 20 years' experience in transforming employee relations, we support:

- c.25 corporate clients and c.25,000 SMEs in 32 countries, from Asia to the Americas;
- c.100,000 corporate line managers, of which our largest client has 18,000;
- c.750,000 employees of corporate businesses, of which our largest client has 175,000.



Service overview

The award-winning **empower[®]** by AdviserPlus is a best practice approach to the most effective and efficient support for employee relations case management. It is the only ER case management software that empowers line managers to self-serve employee relations matters, delivering business-changing benefits.

Our clients average 90% of ER tasks being confidently and consistently owned by line managers.

Benefits



Cost-Saving

Reducing ER
cost to serve



Ownership

Enabling controlled line
manager ownership



Strategy

Freeing up resource
to deliver HR strategy



Metrics

Delivering analytics
and actionable insight



Assurance

Providing compliance, risk
mitigation and compliance



Attendance

Reducing sickness
absence rate and cost

Delivery

empower[®] is delivered through three connected elements, providing a seamless and consistent end user experience. Digitally transforming ER case management and increasing manager ownership of people matters creates a lean and agile ER operating model that improves employee experiences while reducing HR's cost to serve.



Technology

Digital simplicity
for HR process



People

Dedicated ER case
advisory resource



Analytics

Actionable
people insight

Service overview continued

1

Best-in-class, bespoke enterprise solution

The **empower**[®] technology is a best-in-class, bespoke solution, designed organically with our proven experience, and built for its specific objective to make it easy for line managers and HR alike to take the right action at the right time.

The **empower**[®] technology goes far beyond traditional functional ticketing or workflow management and truly enables HR transformation of employee relations by removing complexity and by creating a culture where people can be the best they can be with the support from tools that provide the opportunity to learn and grow.

2

Informed by employee relations expertise

The **empower**[®] proposition is shaped by AdviserPlus' unique employee relations expertise, continuously developing and innovating our proposition:

- Through over 20 years of providing people management enabling services to line managers and HR functions of corporate businesses.
- With regular input from:
 - Our relationship managers and case advisers, drawing upon their own experiences and their day-to-day interactions with clients they support; and
 - Our customers, prospective customers and partners.
- By keeping abreast of HR industry trends.

3

Programme of continuous improvement

The **empower**[®] proposition maintains its place at the forefront of progressive employee relations delivery models through its continuous improvement.

Our combination of expertise, longevity and investment in the on-going development of the **empower**[®] technology through our in-house teams means that our customers increasingly benefit from enhancements, adaptations and innovation that drive efficiencies, improve user experiences and realise increasingly beneficial returns on investment.

4

Alignment with your HR strategy

The **empower**[®] solution is one that evolves with your strategy. As part of our on-going service provision:

- We ensure we are aligned with your HR strategy and objectives through regular engagement and collaboration;
- We are responsive to system reconfigurations and alterations to service operating models with little lead time and most often without need for change control; and
- We inform your HR strategy through our analytics capability.

empower[®] alternatives

There are no direct competitors on the market that are able to provide our transformative blend of solution components of technology, people and analytics. However, it is not uncommon for corporate organisations to consider the following technology options when assessing how best to support their employee relations provision.

Below, we share our benchmark against the degree to which each delivers capability and benefits in comparison with the AdviserPlus **empower[®]** proposition:

Capability / Benefit	AdviserPlus	Microsoft Stack	Niche Provider	Helpdesk / CRM Platform	HCM / ERP Platform
Scales to support enterprise-level organisations	✓	x	x	✓	✓
Handles complexity of policy and process	✓	x	x	x	partial
Drives consistency and fairness of approach	✓	x	partial	partial	✓
Empowers line managers to own people matters	✓	x	x	partial	partial
Collects data and management information	✓	✓	✓	✓	✓
Generates detailed analytics and action-orientated insight	✓	x	x	x	x
Delivers efficiencies in HR operating model through automation	✓	x	x	partial	partial
Adapt model to risk appetite / manager capability over time	✓	x	x	partial	partial
Supported by Employee Relations people expertise	✓	x	x	x	x



When considering options for outsourcing the people-delivered element of your employee relations service, we recommend you consider how important the following are to your HR operating model and end user experience:

- Case adviser familiarity with the practical application of your policies / processes / procedures;
- Advice delivered aligned with your brand, culture and tone of voice;
- Adherence to service levels that drive the right behaviours in both HR and the line manager;
- Commerciality of advice imparted and coaching of managers to increase their capability; and
- The underpinning technology to achieve consistency, deliver efficiencies and generate insight.

How *empower[®]* transforms employee relations

Here are some examples of the results of the transformative benefits delivered by *empower[®]*:

- Line managers on average owned 90% of tasks arising in ER cases.
- HR didn't need to get involved in over 50% of cases.
- On average it was over 2 weeks before HR needed to get involved in ER cases.

Manager ownership of tasks

Across all of our *empower[®]* clients, over 90% of employee relations tasks are driven by the line manager, instead of HR.

We recognise that some people processes, such as suspensions and grievances, are more complex than others and benefit from a greater degree of HR expertise. So, *empower[®]* is designed to enable the right level of support for all issues, depending on the appetite for risk and the complexity of the subject matter.

Manager-led ER tasks by policy type

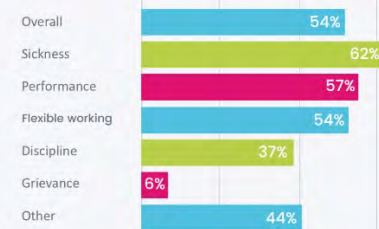


HR not involved at all

empower[®] enables over 50% of all cases raised and concluded to have no HR involvement whatsoever.

The flexibility of the *empower[®]* model means that where HR involvement adds greater value (e.g. grievance cases), or where the experience of the client's line managers is at an early stage of development, the model flexes to prompt HR engagement at appropriate points in the process, mitigating risk.

Proportion of cases closed with no HR contribution at all

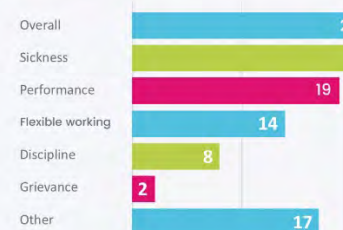


HR not involved for over 2 weeks

In cases where HR do get involved, on average they aren't involved until over 2 weeks after the case has opened. This finding supports the *empower[®]* mantra that line managers, with the embedded guidance and coaching within the guided journeys, are confident and capable of handling the early stages of cases.

HR involvement is preserved for more complex processes, or those aspects of process where their expertise and experience adds the most value.

Time lapse (days) between case opening and HR's first involvement



empower[®] Enable and Transform

We offer two solutions that provide different levels of transformation depending on your needs. These are **empower[®] and Enable** and **empower[®] and Transform**. Both include the powerful case management and digital transformation of **empower[®]**, complemented by the actionable insights of our analytics services.

empower[®] and Enable is designed to enable HR to work more efficiently and effectively, streamlining ways of working and providing a full case management audit trail. **empower[®] and Transform** takes transformation to the next level, empowering line managers to self-serve employee relations matters confidently and consistently.

empower[®] and **Enable**

HR transformation through streamlined case management that increases HR productivity and improves data visibility.

- Improved productivity through digitalisation of processes.
- Clear caseload dashboards and easy search functions.
- Enhanced collaboration with case linking and note creation.
- Increased transparency with audit trails and data access tools.

empower[®] and **Transform**

Business transformation through manager empowerment and enhanced people analytics.

- Line managers empowered to manage employee relations matters with comprehensive guided journeys.
- Improved data visibility with dedicated dashboards, and real-time caseload oversight.
- Enhanced risk management through consistent processes, effective lock-points and full audit trails.
- Increased self-sufficiency for line managers with self-service letter generation and a tailored knowledge hub.



empower® Enable and Transform

High level feature comparison of **empower®** and **Enable** and **empower®** and **Transform**:

Feature	Enable (ER)	Transform (Manager)
ER Case Management Features		
- Caseload / prioritisation dashboard	✓	✓
- Employee / case search	✓	✓
- Create / close / reopen / link cases	✓	✓
- Schedule follow-up actions	✓	✓
- Record case details	✓	✓
- Case note creation	✓	✓
- Letter generation	✓	✓
- People association with cases	✓	✓
- Audit trail / case report / DSAR	✓	✓
- Failed contacts / parked calls	✓	✓
Line Manager Process Features		
- Dashboard of cases and tasks		✓
- Manager creation of own cases		✓
- Digital guided journeys through people processes		✓
- Notifications to drive timely action		✓
- Escalations in event of inactivity		✓
- Real-time oversight up the line		✓
- Self-service letter generation		✓
- Case adviser correspondence		✓
- Forced adviser engagement to mitigate risk		✓
- Letter review / approval points		✓
Analytics		
- Operational Dashboard	✓	✓
- ER Case Dashboard	✓	✓
- Case Durations Dashboard	✓	✓
- Internal Benchmarking Dashboard	✓	✓
- User Profile Dashboard	✓	✓
- Process Task Dashboard		✓
- Supported insight		✓
Access		
- Login	✓	
- Single sign-on		✓
Auto Case Creation (Optional)		
- Performance		✓
- Probation		✓
- Attendance		✓

Advice line

Complementary to our **empower**[®] technology, we can provide an advice line team of ER case advisers to replace, or complement, your current team, operating as a seamless extension of your in-house HR team. The service includes:

- Core advice line Monday to Friday, with technology supporting out-of-core-hours.
- Team of UK-based HR case advisers dedicated to supporting the account.
- Continuity of adviser where possible, proactive support where required.
- Support through guidance and coaching, upskilling managers and building confidence.

We typically provide case advisory support between the hours of 08.00-18.00, Monday-Friday. For some of our clients, we provide weekend and evening support for a commercial consideration.

The advice line is staffed by a dedicated team of UK-based case advisers immersed in your policies, processes, procedures, culture, brand and commercial risk appetite. Where possible, we offer continuity of case adviser on on-going cases for optimum line manager experience.

Our case advisers can provide advice throughout the entire lifecycle of an ER case, up to and including managing an appeal process to satisfactory conclusion.

Should you wish to put in place business rules that require a case to be handed off to a retained HR team member due to risk profile or at a particular stage in the process, we align our business rules, system configuration and adviser training to the specific requirements.

We can adapt these protocols over time as the service operating model and tactical delivery objectives evolve.

Our case advisers drive consistency through a combination of training, familiarity with each client's approach and configuring **empower**[®] to the client's specific requirements.



Average caseload for an AdviserPlus case adviser varies by role and client. However, a caseload 75+ of cases would not be untypical.

Reporting, analytics and insight

empower[®] analytics creates visibility across your organisation of all aspects of people management, helping you to understand your employee relations challenges. Our analytics solution combines key case information from the **empower[®]** technology set with your people and organisational structure data. The output is a series of user-friendly dashboards, which visualise key measures, snapshots and trends that paint a picture of your people across your organisation.

- Aggregates all inputs to provide visibility across your organisation of key people measures.
- View metrics through an intuitive dashboarding solution and drill to detail as required.
- Benchmark within and outside your organisation, deriving key comparator metrics.
- Drives business change through actionable insight and monitors the impact of your actions.

empower[®] outputs all employee relations reporting through a single dashboarding tool, **Insight Manager**.

- Create visibility across your organisation of all aspects of people management with this easy-to-use analytics portal for HR stakeholders.
- Get to the level of information you require:
 - View high level volumetrics;
 - Break down by reasons and outcomes; or
 - Drill to line-by-line detail.



Benchmark within and outside your organisation, comparing key metrics such as activity per headcount, case and event (e.g. investigation, suspension) durations and outcomes and overlay the visualisations with business dimensions like organisational structure, grade and location.

Use MI to drive business change through actionable insight and monitor the impact of your actions, demonstrating the return on your investment through the dashboard visualisations.

- Dashboard data may be refreshed as frequently as daily for the most up-to-date information.
- Access to dashboards, and the data presented therein, restricted by GDPR-compliant permissions.
- Self-service dashboards are complemented by quarterly service review packs that lift up key messages and identify opportunities for proactive intervention.
- Our team of insight analysts work with you to surface the points of most interest and formulate the right interventions.



Additional services

AdviserPlus is part of the Empowering People Group, which unites four expert companies that share a passion for harnessing the power of technology to streamline work and enable people to focus on what they do best.

Our Group mission is to redefine ways of working through people-centric, tech-enabled solutions that simplify complex processes, empower people and drive excellence.

You can read more about the Empowering People Group companies at the end of this document, but the following employment law and policy services are available to complement our **empower**[®] offering:

People-first policies and legal compliance services



Solutions-focused employment law services that create a culture of employee engagement.

Our employment law advice, policy and document services cover a breadth of needs, from TUPE to ED&I people policies, to employment tribunals and settlement agreements, to culturally aligned handbooks and contracts.

We are proactive partners and work with you to ensure you're ahead of the legal curve, your people policies and documents align with your culture, and your legal strategy meets the needs of today's ever evolving workforce and legal landscape.



Implementation

We have extensive experience of delivering implementation and transition activity to scope, within budget and to timescale. Keys to our successes have been:

- The application of a proven methodology;
- An appropriate investment in up-front planning;
- Regular engagement and effective communication; and
- Working collaboratively in partnership with the clients we support.

The implementation and transition will be overseen by an experienced Project Manager. Whilst we drive the governance, administration and deliverables, we very much see the project as collaborative, in the spirit of the partnership approach we seek to foster with all of our clients.

Project Governance

The programme will be delivered via a three-tier governance:

Project Board

The project board will receive a weekly highlight report covering project progress, key risks and issues and key decisions made / required. Ad hoc Project Board meetings will be held when support from the Board is required to make key decisions outside of the remit of the Project Team.

Project Team

Project Team meetings will be held weekly to review project progress, as well as key risks and issues across the work-streams. In addition, ad-hoc meetings will be scheduled where required to support with the delivery of the project. The Project Manager will communicate the direction provided and decisions made by the Project Board. The Project Manager will be responsible for any escalations to the Project Board in line with the agreed communication strategy. The following guiding principles will be adopted by the Project Team:

- Every member must be clear on the accountability associated with their role;
- Every member must know what project and work-stream success looks like; and
- There will be continuity of business service throughout the project.

Work-stream Leads

Work-stream leads are responsible for defining actions required and communicating them to the Project Manager for inclusion in the overall project plan. They are responsible for the successful delivery of said actions in the agreed timescales, for reporting progress against plan and for raising risks and issues to the Project Manager. Work-stream Leads will:

- Be the project champion for their work-stream;
- Provide business assurance and sign-off of the overall solution process design;
- Ensure the process design is understood and owned by their work-stream area;
- Ensure effective resolution of issues; and
- Conduct and co-ordinate any activities necessary to ensure the solution is fit for purpose.

empower[®] and Enable implementation

An illustrative implementation plan for **empower[®]** and **Enable** might look as follows:

	M0	M1	M2	M3	M4
Governance					
Commercials / Contracting					
Project Management					
Stage 1: Solution Design					
Define and Document					
Sign Off					
Stage 2: Solution Build					
Infrastructure & Application					
Brand					
Data, Access & Permissions					
Management Information					
Process, Content and Configuration					
Stage 3: Testing					
Test Strategy and Scripts					
Systems Integration Testing					
User Acceptance Testing					
Stage 4: Launch Readiness					
Engagement and Comms					
Systems Training					
Case Migration					
Pre-Launch Sign-Offs					
Stage 5: Launch					
Launch					
Post-Launch Hypercare					

Please note the following:

- The tasks that sit within each work-stream are supported by detailed guidelines, checklists and sub-plans. The information shared here is headline only.
- The timings here are purely indicative, this illustrative timeline may adjust as a consequence of:
 - Further learnings through on-going engagement and discovery;
 - Tighter definition of scope; and
 - Inputs from the clients.

empower® and Transform implementation

An illustrative implementation plan for **empower® and Transform** might look as follows:

	M0	M1	M2	M3	M4	M5	M6	M7
Governance								
Commercials / Contracting								
Project Management								
Stage 1: Solution Design								
Define and Document								
Sign Off								
Stage 2: Solution Build								
Technology								
Infrastructure & Application								
Brand								
Data, Access & Permissions								
Management Information								
Process Configuration								
Proxy Topic								
Rest of Scope								
Stage 3: Testing								
Test Strategy and Scripts								
Systems Integration Testing								
User Acceptance Testing								
Stage 4: Launch Readiness								
Engagement and Comms								
Training								
Case Migration								
Pre-Launch Sign-Offs								
Stage 5: Launch								
Launch								
Post-Launch Hypercare								

Please note the following:

- The tasks that sit within each work-stream are supported by detailed guidelines, checklists and sub-plans. The information shared here is headline only.
- The timings here are purely indicative, this illustrative timeline may adjust as a consequence of:
 - Further learnings through on-going engagement and discovery;
 - Tighter definition of scope; and
 - Inputs from the clients.

Technology and information security

Application Architecture

The architecture diagrams outlined in this section are used to illustrate the typical organisation of our product stack and can be configured in accordance with client requirements.

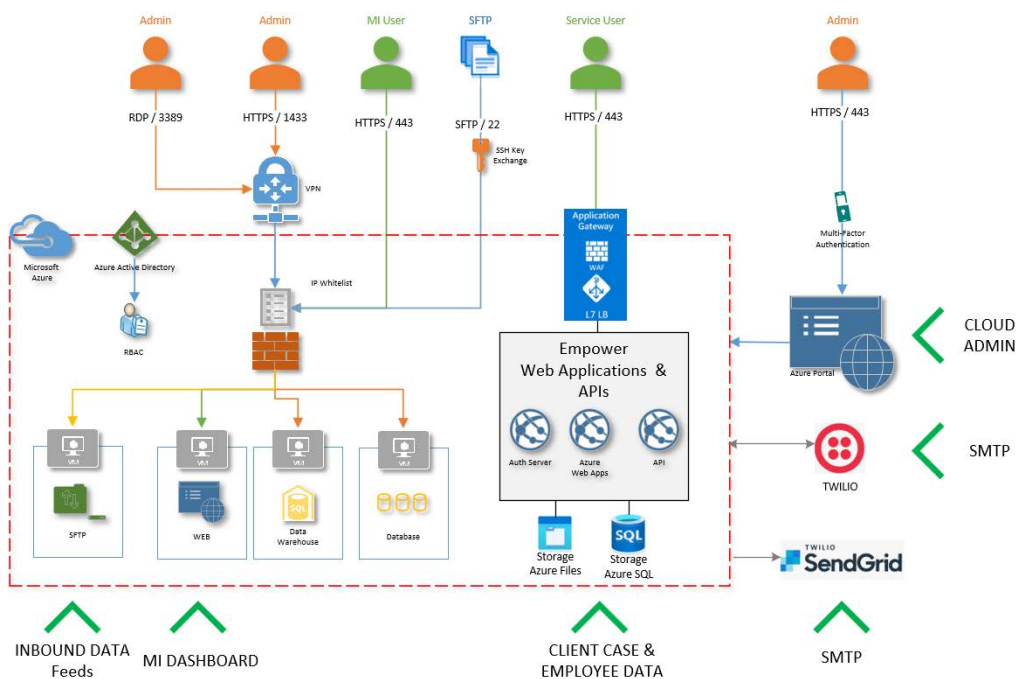


Figure 1. A network diagram illustrating how users and system administrators access AdviserPlus applications, including ports and protocols.

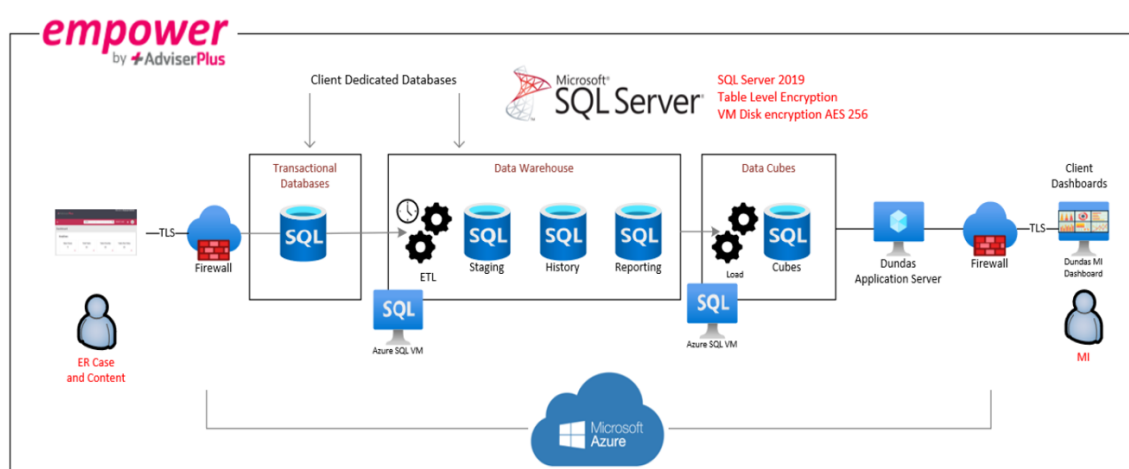


Figure 2. A network diagram illustrating MI data processing.

Technology and information security

Information Security Statement

One of the key objectives of the management of AdviserPlus Business Solutions Ltd (AdviserPlus) is to ensure that there is a secure environment for all company and client information and to ensure business continuity allowing the availability of information to authorised users.

AdviserPlus has identified and minimised the business risks by controlling and preventing the inappropriate use of assets to ensure the protection of confidentiality, integrity and availability of information.

This statement and its supporting information security policies and documentation applies to AdviserPlus's operations and business support functions, whether office, site or home based.

This statement applies to all employees, contractors, consultants, temporary personnel, and other workers including all personnel affiliated with third parties.

In order to achieve this objective, AdviserPlus has established and maintains an information security management system which complies with the requirements of the Information Security Management standard ISO27001:2017 (and are transiting to 2022 version). The system is subject to internal review and external assessment and security objectives are set to demonstrate commitment to the continuous improvement of the system.

Information security objectives are aligned to the company strategy and are approved by the Chief Financial Officer who the executive team have delegated authority to; these are established, measurable and reviewed as appropriate.

AdviserPlus's information security policies, associated processes and procedures must be adhered to by management, staff, contractors and temporary workers and they may impact visitors, suppliers and customers.

AdviserPlus ensures that management and employees are fully conversant with its objectives through employee induction, training and education programmes.

Information Security Manager
3/5/2024



UK GDPR
compliant

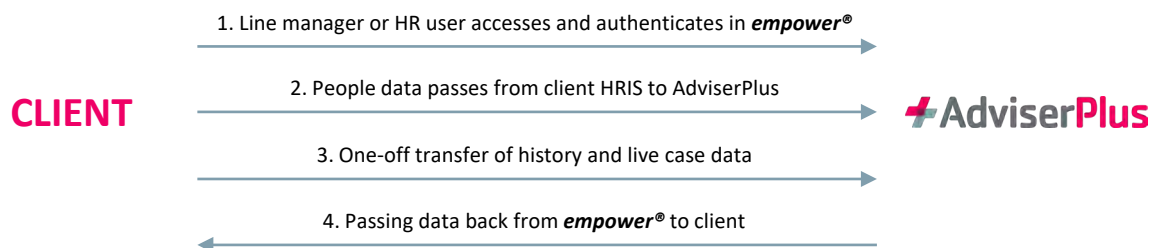


ISO27001

Technology and information security

Technology Integration

In order to achieve the key objectives of uplifting line manager capability, delivery with consistency and quality and freeing up HR capacity, **empower**® operates with reference to four key touch-points between the client's technology and **empower**®.



1. SSO

We would advocate the access point for line managers and HR team members uses a single sign-on (SSO) protocol (rather than manual login) for optimum user experience. We support most forms of SSO, including SAML 2.0 and AD. The SSO would authenticate against the identity of the client's employees held in the AdviserPlus-hosted dedicated database for the client's data. Where a user passing through is:

- Matched and is entitled to use the service, they are passed through.
- Not matched, or is matched and they are not authorised to use the service (e.g. they have no line management responsibilities), their access is rejected.

2. People Data Feed

Our **empower**® solution operates over a layer of people data output from the client's core people platform. This data is required:

- To provide each authorised user with access to an appropriate view of the solution.
- To assign ER cases to employees and managers through the case management.
- To underpin the production of accurate management information.

This data is typically shared nightly:

- As a full file containing all employees (though we can support receiving deltas of changes only).
- Via an XML file deposited onto an AdviserPlus SFTP server.

3. Case Data

In order that case advisers may draw upon relevant case history and in order that live issues may be managed in as seamless way as possible, we work with our clients to receive relevant case information from the out-going ER case management platform, transferring this information into **empower**®.

4. Return Data

A further integration point may be required to pass case-related data collected by AdviserPlus back into the client's source system(s). We would typically output such information to an SFTP server for retrieval, though this may be delivered via APIs and the appropriate solution will be identified upon gaining a deeper understanding of any requirements in this regard.

SUMMARY

Our mission is to simplify the complexity in HR, drive consistency and reduce risk in the management of employee relations, whilst improving the visibility of people analytics to support HR in creating healthier, more agile environments where people can thrive.

Digital simplicity



Trusted supplier to household names



BT | Currys | Wickes | Sainsbury's
 Network Rail | Vodafone | Royal Mail
 Jaguar Land Rover and many more.

Key Elements

empower[®] blends three key elements:



Technology

Digital simplification of employee relations processes, sequenced into guided journeys for line managers, backed by an ER case management solution for HR.



People

Elevating the contribution of HR up the value curve, with managers handling more straightforward matters and engaging HR with complex queries.



Analytics

A suite of dashboards that visualise key people metrics, overlaid with interpretation by our team of insight analysts.

AdviserPlus has been a key enabler for HR transformation, achieving efficiencies and driving change.

United Utilities

All your employee relationship needs under one roof

AdviserPlus is part of the **Empowering People Group**, a leading UK provider of specialist technology and innovative HR, learning and development, change, and employment law solutions that simplify employee experiences. Its experts share a deep understanding of today's complex HR landscape, delivering advice, insights, analytics and interventions that make a real impact.



Find out more [here](#).



AdviserPlus

A leading provider of specialist HR services and technology

Halborns.

Flexible, straight-talking, pragmatic employment law specialists

Working Transitions

Powerful career transition, coaching and learning solutions

Learning Nexus

A leading digital-learning and Learning Management Software provider



Get in touch to discuss your
ER transformation needs

**For more information,
please get in touch**

 adviserplus.com

 0844 327 2293

 info@adviserplus.com