HR Strategy and Operating Model Transformation

G-Cloud 14

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1   What is HR Transformation?

The Capgemini HR Transformation proposition is a collection of services to help your Government Department get the most from your HR platforms, processes and people.

HR has always been essential to successfully achieving business aims. As organisations adopt cloud-based platforms and increase their focus on providing exceptional employee experiences, the need to have a HR function that can deliver efficient processes, provide innovative solutions and act as a strategic partner to anticipate and react to changing business needs is essential.

To support the implementation of cloud technologies, HR teams need to create strategies that align HR and business goals, with an increasing focus on efficiency, agility and experience, all of which can be transformed by cloud technologies.

1.1 How is HR changing?

HR functions across the Private and Public Sector are evolving to meet the needs of modern workplaces and business models, moving away from the traditional perception of being a compliance based back-office function and becoming a strategic partner, central to driving and enabling individual organisations or other Government Departments to achieve success.

Technology is transforming the way HR functions operate and the services they provide, with an increasing focus on digital first strategies, self-service, and automation to simplify processes and provide seamless experiences. The shift to cloud platforms based on SuccessFactors, Workday, Oracle HCM Cloud, Service Now – not to mention innovative new solutions around Talent Acquisition, People Analytics and Employee Engagement – requires significant change and evolution of how HR can be delivered in partnership with managers and their people.

Leveraging new technologies is enabling HR functions to improve their data quality and become more data-driven in their solutions and decisions, with a focus on building **people analytics** skills and capabilities.

HR leaders are recognising the need to increase flexibility and responsiveness and are leveraging **agile methodologies** to quickly solve problems, adapt to changing business needs and improve collaboration.

Functions are no longer being designed around back-office processes, the focus is now on creating an exceptional **employee experience**, with leaders prioritising **policies** and initiatives to increase employee engagement, well-being, and overall satisfaction. This aims to attract, develop and retain the best talent.

As work models continue to evolve, with trends continuing toward **remote** and **hybrid** working and recognition of a need to focus on **skills-based hiring**, HR teams need to identify new strategies and cloud based technologies to support these changing work models and lead the business through these significant changes.

Overall, HR functions are leveraging technology and data to improve employee experiences and develop more innovative solutions to solve business problems. Their operating models are evolving to enable them to anticipate, react and respond faster to business needs.

1.2 How does Capgemini help you transform?

At Capgemini, we have the expertise to partner with you on your transformation journey, with access to UK and global experts in our HR Practice. Our HR Transformation offering can offer you services in one or more of the following areas:

- HR discovery and strategy definition
- HR operating model design
- Talent acquisition strategy & innovation
- HR shared service design

- HR policy harmonisation

2   Business Need

HR functions are recognising the need to shift to cloud platforms and transform their operating models to meet the expectations of employees and business leaders. There is an increasing focus on providing exceptional employee experiences and leveraging cloud-based technologies to simplify processes and improve overall efficiency.

To design an HR Operating Model that is the right fit for your organisation, undertaking an HR Discovery and Maturity assessment will be essential. It will enable us to identify where your organisation is today, against best practice, cloud enabled HR functions and identify the gaps and opportunities for you to realise your HR Operating Model ambition.

HR shared services are a crucial component of modern organisations, streamlining HR processes and providing efficient support to employees. HR cloud platforms have shifted activity to self-service and mobile with consumer grade experiences.

HR policy harmonisation is increasingly important for Government Departments who are looking to create a more consistent global employee experience, enabled by cloud technologies. Simplified policy documents are also key for Government Departments to set themselves up for cloud transformations with documents that can effectively feed into self-service technology and support people manager capability by removing barriers to access. Moreover, in the context of a war for talent, policies that promote flexibility and inclusion are serving as a competitive advantage.

Capgemini can provide you with services that cover all aspects of operating model design or develop a bespoke project focusing on your specific priorities.

3   Our Approach

3.1 HR Discovery

Our HR discovery offering enables us to gain insights into your current, as-is HR function and how this needs to change for cloud based solution adoption. Our approach is tailored to meet your requirements and current stage on your transformation journey, with the option to undertake an in-depth analysis for cloud adoption, or a high-level assessment using existing documents and insights. Our typical HR discovery projects would include some or all the services outlined below:

1. Assess your existing HR maturity: Our Capgemini HR maturity framework has been developed through engaging with many clients and our expertise in the trends impacting HR functions and will enable us to assess the different dimensions of your existing HR function (e.g. Talent, Development, Reward, People Services, cloud-based readiness etc.) to determine your current maturity against market leading organisations and identify gaps.

2. Employee experience assessments: Our fully customisable templates and accelerators will enable us to quickly gain feedback from your employees on their experiences using surveys, focus groups and interviews with various stakeholder groups to identify opportunities for improvement and help us learn what your employees want and need from your future technologies.

3. Assess your technology and data landscape: Our technology assessment will document your as-is tech and data architecture and identify opportunities for improving efficiency and providing seamless employee experiences using cloud-based technologies and automation. Capgemini have the expertise to continue to partner with you on your technology journey using our *HR transformation through technology* offering to design and implement your preferred HR technology solutions.

4. Analyse your existing HR processes: Using our Capgemini ESOAR© (Eliminate, Standardise, Optimise, Automate, Robotise) methodology Capgemini can work with you to quickly identify opportunities to improve your HR processes, creating a prioritised roadmap of quick-wins and long-term improvements.

5. Provide a detailed discovery report: Providing documented analysis and recommendations for the adoption of HR cloud platform, with improvements and a prioritised roadmap identified across all areas in scope for the HR discovery.

6. Develop a detailed business case: Using quantitative and qualitative data and insights gathered through the discovery project, Capgemini can develop a baseline of the as-is HR function and detailed business case using the improvement levers identified to unlock investment for the next phase of your HR transformation and benefits of shifting to cloud.

7. Define your vision and strategy for your future HR model: Using the insights from the discovery phase, we will facilitate a North Star workshop with your leadership team to define the vision and ambition for your future HR Operating Model and critical selection criteria for cloud platforms.

3.2 HR Operating Model Design

Capgemini have a tried and tested approach to support your HR operating model design, and this can cover all, or some of the operating model components or activities outlined below, dependent on your Departmental business priorities:

1. Identify the best-fit, cloud enabled operating model for your organisation: Your HR operating model should be aligned with your overall business model and therefore we will work with you to understand your strategic objectives, the external market you are operating within and therefore the best-fit HR operating model for your business, considering current HR model concepts such as; business partnering models, agile methodology within HR, the employee experience model and automated HR tech models, which aids the future design of your HR operating model to achieve its organisational objectives.

2. Define the HR capability model required to achieve to achieve your strategy: HR functions should define the business capabilities required to achieve their strategic objectives and the migration to cloud services. Undertaking a maturity assessment will enable a gap analysis between the as-is and desired to-be maturity and associated recommendations for services on cloud, as well as where to buy or build capabilities and opportunities for insourcing, outsourcing, onshoring, offshoring and flexible, or hybrid work models for HR teams.

3. Develop the HR process taxonomy using cloud standards: Identify the processes that will be required in your new HR operating model, this can include to-be process mapping at any level dependent on your organisational priorities and where you are on your transformation journey. Capgemini can use our ESOAR (Eliminate, Standardise, Optimise, Automate, and Robotise) methodology and D-GEM tools to identify quick process improvement opportunities and recommend leading practice processes for your future HR model.

4. Identify the behaviours and culture required to enable your future operating model: The transition to a responsive operating model, often with new ways of working, processes and capabilities requires you to define the behaviours, values and leadership expectations for the new model and the gap between where your organisation is today and transition plan to achieve the new model, through the use of employee surveys to identify the gaps between the as-is and desired to-be.

5. Design your HR organisation structure around the cloud platform and processes: Define the organisation structure that fits your cloud platform and operating model design, identifying the functions, teams and roles required to operate the new model, including team sizing, identifying roles and responsibilities and skills required to make the model a success.

6. Define the governance model for your HR organisation and data: Your HR governance should be aligned to your overall organisational context and should take into consideration where there are regulatory or compliance requirements that lead to the need for a more controlled governance model, or opportunities for faster data driven decision-making through more agile governance and improved autonomy, leveraging your future cloud technologies.

3.3 Talent Acquisition Strategy and Innovation

Capgemini have expertise in supporting clients to define their strategy and model for talent acquisition, enabled by cloud technologies and can provide specific services in this area through our HR transformation offering. This can include services related to the following topic areas:

1. Alignment with business goals: Your talent acquisition strategy should align closely with the overall goals and objectives of the Government Departmental organisation, understanding the specific skills and competencies needed to drive innovation within your company and tailor your recruitment efforts accordingly. Your talent acquisition strategy should support the broader strategic vision of the organisation. This is all then captured as part of annual Integrated business planning driving a disciplined strategic workforce plan.

2. Embrace cloud innovation: Leverage technology on cloud and innovative tools to streamline and optimise the talent acquisition process. The world of talent acquisition is evolving fast with cloud platforms, AI tooling and continued dominance of social engagement with employee branding. This could include using AI-powered applicant tracking systems, virtual assessment tools, predictive analytics and other digital solutions to identify, attract, and assess top talent more effectively. Embracing innovation in talent acquisition can help you stay ahead of the competition and attract candidates who are drawn to forward-thinking companies.

3. Build a strong employer brand: Cultivate a compelling employer brand that showcases your organisation's values, culture, and commitment to innovation. Highlight your company's unique selling points and create a positive candidate experience at every touchpoint, from initial outreach to onboarding and beyond. A strong employer brand can help you attract top talent who are excited about the opportunity to contribute to your company's innovation initiatives.

4. User experience (UX) and customer experience (CX): Designing the service with a focus on seamless and user-friendly experiences on cloud and mobile. It is important to consider the design of the service from all perspectives to make it as user-friendly as possible. This means starting with the internal customers the managers engaged in recruitment in either high volume or targeted niche skills. Through the Talent Acquisition Team often operating through a global or local shared services model. Seamlessly connecting to the external candidate market where opportunities reinforce employer brand, align employee value, and build talent pools across critical markets that accelerate time to hire.

5. Focus on diversity and inclusion: Prioritise diversity and inclusion in your talent acquisition strategy to foster creativity, drive innovation, and better reflect the diverse perspectives of your customer base. Implement proactive diversity recruiting initiatives, establish diversity goals, and create an inclusive hiring process that mitigates bias and enables equal opportunities for all candidates. A diverse workforce not only enhances innovation but also strengthens your organisation's reputation as an employer of choice.

6. Continuous improvement and measurement: Using cloud platforms and the consistent processes and data to monitor and evaluate the effectiveness of your talent acquisition strategy on an ongoing basis. Collect data and metrics to assess key performance indicators such as time-to-fill, quality of hire, candidate satisfaction, and diversity metrics. Rapid adoption and evolution of tools to create advantage in the talent market. Use this data to identify areas for improvement and make data-driven adjustments to your strategy over time. By continuously refining your approach and adapting to changing market conditions, you can allow for your talent acquisition efforts remain effective and aligned with your innovation goals.

3.4 HR Shared Services

Capgemini has a robust approach to HR shared services, leveraging a multidisciplinary team to deliver comprehensive solutions tailored to the specific needs of each client. Here is an overview of how we can support you:

1. Understanding client needs: Capgemini recognises the importance of capturing the voice of the customer in detailed user stories and critically appraising root causes of current problems and strengths in HR services. Capgemini can evaluate your HR service maturity, clarifying how user needs are being met or not across people, process, and technology dimensions to inform blueprint design.

2. Multi-disciplinary team composition: Our HR shared services approach involves assembling a multi-disciplinary team with expertise in HR functional knowledge, business analysis, operating model design, cloud technology, shared service design, technical and data architecture, program leadership, change management, communications, deployment, and data visualisation. This team will engage with your stakeholders, understand their key issues, and translates problem statements into actionable requirements, user stories, and a prioritised implementation plan.

3. Experience and expertise: Capgemini has a proven track record of supporting HR advisory and transformation programs for major global firms, aligning closely with the areas highlighted in the client's sub-lot description, such as HR strategy and operating model, HR process improvement, employee engagement, training, leadership development, and performance management. Our HR consulting practice has access to 350 HR professionals with direct HR functional experience, maintaining a comprehensive set of industry-leading HR process and operating models, as well as HR tools and benchmarks in a global Centre of Excellence (CoE).

4. Cloud adoption and integration: Capgemini's HR Shared Services approach is supplemented by a team of HR technology specialists with experience in the selection, design, and implementation of your digital HR solutions for employee engagement and self-service, as well as the implementation of your HR technology platforms such as SuccessFactors, Oracle, Cornerstone, and Workday.

5. Knowledge sharing and upskilling: Capgemini supports sharing knowledge and upskilling in-house teams through formal and informal training and learning to enable continued transformation beyond the life of each project. This includes contracted KPIs focused on upskilling staff as part of data and analytics services, as well as the build-operate-transfer methodology to transition self-sufficient ownership to clients, leading to significant service improvements and productivity gains.

3.5 HR Policy Harmonisation

At Capgemini, we understand the critical importance of aligning HR policies and practices across diverse departments, locations, or entities within a Government Department when adopting a cloud platform. Our HR policy harmonisation offering aligned to HR cloud adoption is designed to simplify, consolidate, and refine HR policies, procedures, and guidelines in a manner that enhances employee experience and enables the benefits of cloud to be realised. We can provide the following services:

1. **Expert guidance and benchmarking**: Our policy experts will work closely with your team to analyse your existing policy documents and identify opportunities to align to best practice policy standards and simplified documents, ready for upload to cloud platforms.

2. **Stakeholder engagement**: We will engage with key stakeholders throughout the harmonisation process to gain buy-in that will enable the policies to be aligned with organisational needs and fit for the implementation of a future cloud solution, with appropriate tagging, tone of voice and formatting.

3. **Customisation and flexibility**: We will identify and accommodate the need for customisation so that policies are adaptable and relevant to diverse organisational contexts, or regulatory requirements and can be adapted to various cloud technologies and knowledge platforms.

4. **Simplified documentation**: We will document revised policies in a clear, concise, and accessible format, crucial for enabling understanding and adherence among employees and managers. Clear documentation promotes transparency, consistency, and compliance with organisational standards.

5. **Process on cloud**: Utilising cloud and AI solutions will enable us to eliminate redundancies, verbose language, and create consistency in tone, style, and inclusive language. This enhances readability and usability, facilitating better understanding and implementation of policies.

6. **Cloud integration**: Streamlining your policies to be consistent with the opportunities that cloud solutions offer will enable you to create an improved employee experience and more agile value proposition. This enhances accessibility for employees, streamlines processes, and promotes a modern and efficient work environment.

4   Buyer Responsibilities

Please refer to the Supplier Terms listed with this service on the Platform. These may contain additional Buyer obligations/costs the Buyer is subject to that are not identified anywhere else in the Supplier's Application or on the Platform.

The Buyer responsibilities as part of this service are as follows:

- Time and availability of internal subject matter experts enabled to achieve the project deliverables.
- Access to data, documents and relevant internal materials agreed within the defined scope of work.
- Internal project sponsorship and leadership support to achieve the project deliverables.
- Recognise the need for change, understand the benefits, and invest appropriately in change resources.
- Share the strategic direction and objectives of the transformation, providing a clear vision for the project.
- Allocate the necessary resources, including budget, time, and personnel, to support the transformation initiative.
- Establish and support programme governance monitoring and evaluating progress.
- Making timely decisions to keep the transformation project on track and address any issues that may arise.

If these responsibilities do not match your expectations, then please contact us in order that we can explore options to vary our approach.

5   Service Management

Capgemini can deliver the service as a defined programme of activity or as an ongoing service run as a partnership between Capgemini and Buyers organisation.

Whichever delivery model you choose, Capgemini can deliver the service with a particular emphasis on accountability and continuous improvement.

6   Protection of Data

This service is based on a security classification of 'Official'. However, should you have a requirement for a different security classification that you would like us to consider, please contact us to discuss.

7   On-boarding and Off-boarding

Capgemini shall undertake on-boarding and off-boarding activities agreed within the Order Form (including as a minimum an exit plan in line with the Call-Off Contract terms) which will be charged for in accordance with the Pricing section for this service.

8   Skills and Knowledge Transfer

Capgemini recognises that skills and knowledge transfer is a critical element in the provision of G-Cloud services to public sector clients. Where possible and applicable, this forms part of the delivery plan for the service agreed

at the start of the engagement. Our consultants and engineers are experienced in providing skills and knowledge transfer for major private and public sector clients.

Where appropriate, we may use a standard approach, tailored to topic, skills-gap and individual, to allow for consistency and effectiveness. The approach, Capgemini's Assess-Plan-Implement framework, has been used repeatedly by our teams to structure the work involved in transferring skills and creating new teams capable of driving and sustaining change long after the end of the formal programme. The framework can be applied throughout a project to understand knowledge transfer objectives, plan training delivery methods and materials, and deliver and evaluate success.

9 Partnerships/Alliances

There are no partnerships or alliances involved in this service.

10 Vendor Accreditations/Awards

For the 12th year in a row, Capgemini has been recognized as one of the World's Most Ethical Companies® by the Ethisphere® Institute. This is an acknowledgment of our ethical culture that makes us an employer of choice and responsible player in the eyes of our clients, shareholders, and the wider community.

ISO 9001 Quality Management for Management Consultancy and IT Implementation and services to the Public Sector

ISO 27001:2013 - Provision (Delivery) of IT services including business applications development, maintenance and Data, Digital and Cloud technologies.

NelsonHall has identified Capgemini as a Leader in its 2022 NEAT Vendor Evaluation for Learning Services due to its ability to meet future client requirements as well as its capability to deliver immediate learning benefits to them.

Capgemini is the first amongst consultancy and technology firms to be recognized six times in a row for its thought leadership reports.

2023 Ecovadis Platinum Rating: We maintained a platinum rating, recognising us as a responsible and sustainable business in the top 1% of companies assessed.

Better Society Awards: Our collaboration with Code Your Future to offer digital skills training won a Better Society Award in 2022. The awards celebrate efforts by commercial organisations to create a better society.

Inclusive Top 50 UK Employers List: We achieved second place in the Inclusive Top 50 UK Employers List 2022/23 – a list that assesses companies for best practice on diversity, equality and inclusion

UK Best Workplaces for Women: We were listed as a Best Workplace for Women by Great Place to Work®. This listing is based on responses from our team to an anonymous survey about their employee experience.

UK Best Workplaces for Wellbeing: We are listed by Great Place to Work® as a Best Workplace for Wellbeing

Great Place to Work: We were certified as a Great Place to Work® in 2023, reflecting our employees' experience of working at Capgemini in the UK.

11 Sub-contractors

Capgemini UK may use the following subcontractors to deliver this service:

- Capgemini Technology Services India Limited.

12 Business Continuity and Disaster Recovery

No disaster recovery plan is provided as part of these Services.

13 Pricing

This service is priced in accordance with the SFIA Rate Card attached. Capgemini can also provide offshore resources at reduced rates where appropriate. Projects can be priced either on a Time & Materials or Fixed Price basis.

14 Ordering and Invoicing

Please refer to the Supplier Terms for this service.

We would be pleased to arrange a call or meeting to discuss your requirements of our service in more detail.

15 Termination Terms

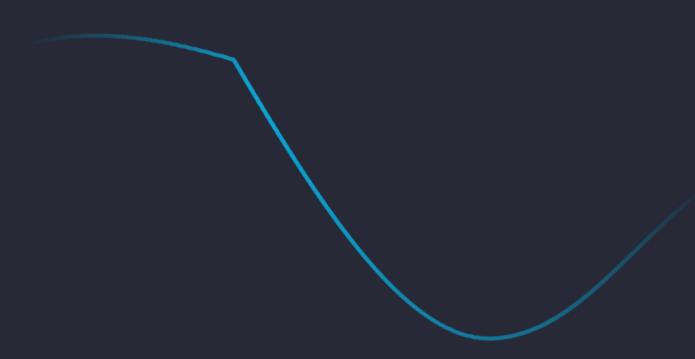Please refer to the Supplier Terms for this service.

16 Further Information

For more information about this or any of our G-Cloud services, please contact our Public Sector Team.

Phone: 0370 904 4858

Email: publicsector.opps.uk@capgemini.com including the following information:

1. The name of this service.
2. The name of your organisation.
3. Your name and contact details.
4. A brief description of your business situation.
5. Your preferred timescales for starting the work.

About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2023 global revenues of €22.5 billion.

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