



Cornell's Center for Advanced Human Resource Studies

***Targeted Benchmarking on
Employee Relations Service Delivery Model***



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



Benchmarking Themes Respondent Profile

4 CAHRS Members and 5 other large multinationals
with recent ER transformation
2 more CAHRS Member interviews scheduled

| Item | Description |
|------------------------------------|---|
| Year Centralized Model Implemented | Many years ago (1), 2005 (2), 2008 (1), 2011 (2), 2015 (2), 2016 (1) |
| Footprint | Global (5), US (4) |
| Service Catalog | <ul style="list-style-type: none">• Varied widely• Companies with larger scope tended to exclude “run of the mill” complaints (this work remained with generalists) |
| Staffing model | Typically a mix of attorneys and experienced ER professionals. In one example, firm required 5-8 years of experience. Service center was relocated to lower cost US location so mostly external hires for new centralized function. |
| HCM | All had one: WorkDay – current or 2019 (8), People Soft (1) |
| Case Management * | Cited as key for visibility to trends and hot spots. All except one firm have one or more: Service Now (3), Ethics Point (2), Navex (2), In-house developed (2), People Soft (1) |

* Adds to more than 8, a couple have more than 1 Case Management solution

Benchmarking Themes

B&C's

Benefits *

- ▲ Enhanced identification of trends and hot spots
- ▲ Freed up HRBP capacity for strategic focus
- ▲ Reduced risk
- ▲ Developed greater expertise for complex matters
- ▲ Improved Manager / Employee experience
- ▲ Delivered hard dollar savings (sample measures: RIF costs, # of lawsuits)

Challenges

- ▲ Lack of harmonized policies. MUST do first
- ▲ Leader, Manager and/or HRBP resistance. Feeling that go-to person was lost
- ▲ High need to over communicate
- ▲ Evolving role clarity
- ▲ Ability to predict and handle volume until steady state achieved

* In order from most cited

Benchmarking Themes

Watch Outs

- ▲ Strategic consideration of “Service Catalog” first critical decision. Trying to do it all will lead to failure.
- ▲ Thoughtfully define “what is a case”
- ▲ Clearly define RACI’s but expect to evolve over time
- ▲ Require case management performance goals to drive focus and data accuracy
- ▲ Can become victim of success. Need to monitor volume & associated headcount needs to ensure service expectation are met
- ▲ None have formal SLA’s. Two tried it but it did not work because each case is unique

Centralized ER

Key

| |
|--------------------------|
| Most commonly cited |
| Next most commonly cited |

Service Catalog Varied Among Benchmark Participants

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--|---|---|---|---|---|---|---|---|---|
| AA/EOC * | | X | X | | | | X | X | X |
| ADA | | X | | X | | X | | | |
| Background Checks (Existing Employees) | | | | | | | | | X |
| Code of Conduct | X | X | X | X | X | X | X | | X |
| Complaints "Run of the Mill" | X | X | X | | | | X | | X |
| Corrective Action | X | X | X | X | | X | | X | |
| D&I metric monitoring | | | | | | | X | | |
| Drug & Alcohol (Existing Employees) | | | | | | | | | X |
| Harassment | X | X | | X | X | X | X | | X |
| Investigations | X | X | X | X | X | X | X | X | X |
| Labor Relations | | X | | | X | | X | | |

* Assume more may include in scope but did not specifically mention

Centralized ER

Key

Most commonly cited

Next most commonly cited

Service Catalog Varied Among Benchmark Participants

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|----------------------------|---|---|---|---|---|---|---|---|---|
| Leave Management | | X | X | | | | | | X |
| Legal Issues (Monitor) | | | | | | | | | X |
| Legal Matters | | | | | | X | | | |
| Mandatory Arbitration | | X | | | | | | | |
| Non Compete Reviews | | | | X | | | | | |
| Reasonable Accommodation | | | | X | | X | | X | X |
| Restructure Tracking | | | | | | | X | | |
| RTW | | | | X | | | | | |
| RIF's / Managing Out tools | | | | X | X | X | | X | X |
| Union Avoidance | | X | | | | | X | X | |
| Wage & Hour | | | | | | | X | | |
| Workforce Violence | | | | X | | | | X | |