

DEPARTMENT OF DEFENSE
WASHINGTON HEADQUARTERS SERVICES
HUMAN RESOURCES DIRECTORATE

HR Contact Center Design, Development
and Implementation:
An Update on the Journey

Thursday, May 13, 2021



Purpose + Outcomes + Challenge



Purpose

- Update progress toward to WHS/HRD Contact Center (concept briefed to SSLC in June 2020)



Outcomes, Actions and Next Steps

- Readiness of HR to leverage Contact Center capabilities (i.e. single entry point for HR requests/queries, enhanced employee/manager self-service, omni-channel contact center, etc.).



Challenge

- Passive support turns into overt resistance as the “concept” becomes real.

Purpose of the WHS/HR Contact Center

To drive performance improvements, accountability, efficiency, transparency and trust, as well as optimize customer experience in the delivery of HR services and support. Proof-of-concept for other WHS services and support (e.g., financial management, acquisitions, etc.).

Why We Are Undertaking this Effort



Our Customers

- Improve self-service options and speed of service
- Easier access to tools and services
- Increase clarity on customer options and methods of engagement



Our Employees

- Improve Customer and Employee Experience
- Emphasis on high-value, strategic services
- Easier access to tools and knowledge to excel at delivery
- Increase support and empowerment for staff to develop subject matter expertise



Our Organization

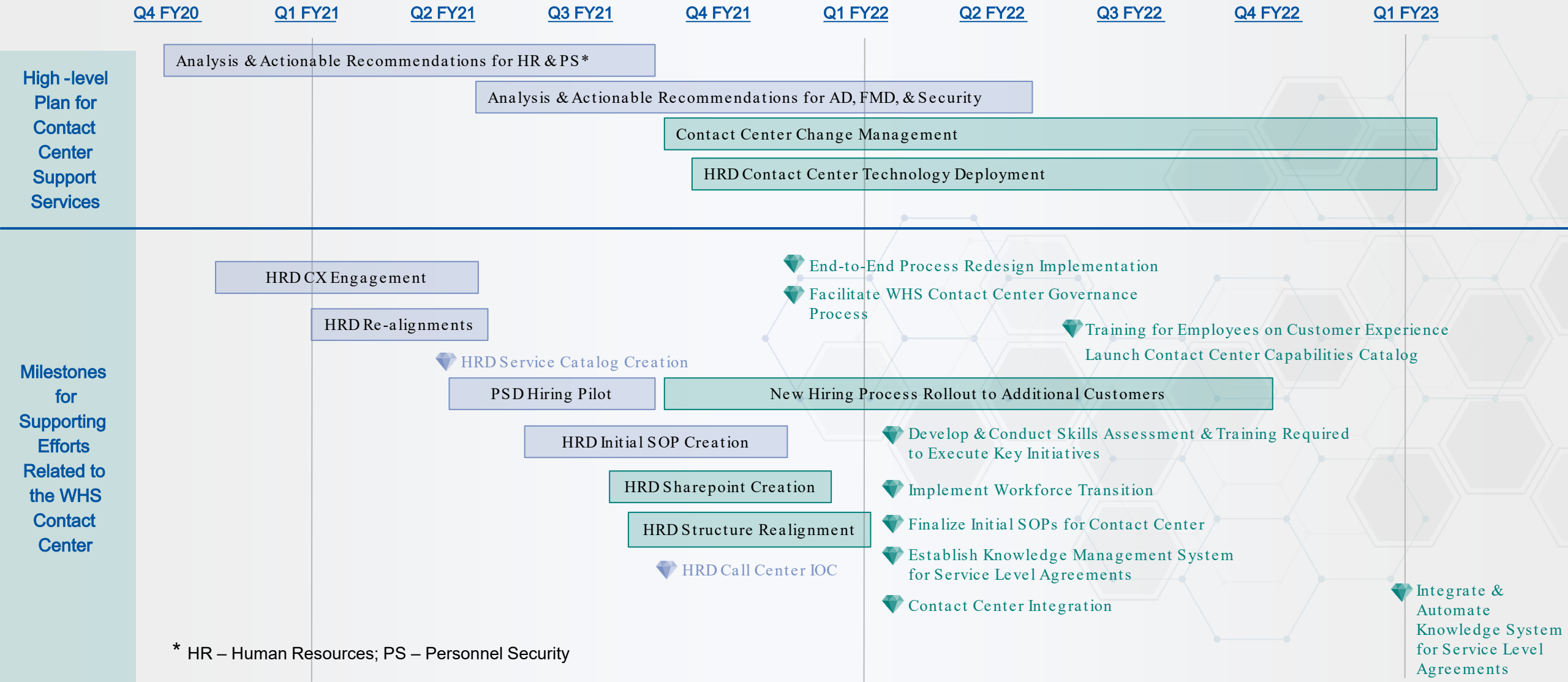
- Reduce Time to Hire (TTH)
- Improve Customer Experience and quality of service
- Cost-savings due to emphasis on high-value, strategic service
- Increase trust and reliability across the Agency and Federal Government

WHS Contact Center Roadmap

KEY

Completed or Planned Work

Future Work



* HR – Human Resources; PS – Personnel Security

What We've Found



PEOPLE



Leadership, Strategic Direction, and Frequent Escalations

- HRD relies on leadership to clear bottlenecks and resolve problems by elevating priority status on a regular basis, leading to timeline-driven processes, inefficiencies, and frustrated customers/employees.
- Few HRD employees understand WHS at an enterprise level, operating as individual business units rather than part of a cohesive business solution, resulting in a lack of integration and lost efficiency.
- Employee's heavy focus on operations and transactions hinders the ability to think more strategically and prevents them from proactively serving customers at an enterprise level.

Staff Empowerment

- Multiple handoffs are needed to pass information along to address even very basic issues due to a lack of staff empowerment to own customer relationships.
- Staff are dedicated to the mission and committed to addressing their customer's needs.
- Staff's ability to meet customer needs is hindered by the linear, FIFO TTH process.

PROCESS



Stovepipes & Clarity of Ownership, and Workload Allocation

- HRD operates as stovepiped business units rather than a cohesive HRD organization. Business processes that run across divisions create unnecessary overlap, disjointed processes, and inefficiency.

Standard Operating Procedures

- The majority of SOPs are out of date and are focused on business areas rather than line of business capabilities.
- SOPs are not easily accessible or comprehensive.

Methods of Engagement, and Lack of Automation

- Variable and inefficient communication methods (e.g., phone and email) are the primary customer engagement mechanisms.
- Current processes lack automation, connectivity, and system integration resulting in burdensome, manual processes.

Hiring Processes as Bottleneck

- The hiring process, in its linear nature, includes unnecessary steps and handoffs resulting in poor customer engagement and significant losses in efficiency.

TECHNOLOGY



Integration

- HRD lacks enterprise-wide integration of existing systems required to effectively perform key HR functions.
- Work is segmented by Division resulting in a lack of enterprise-wide insights for workforce management.

Human Capital Analytics

- There is a lack of system processes and integration for getting real-time analytics and reporting.
- There is no one, true source of information within HRD. Data drafted from BOERS is ultimately inaccurate and inconsistent, and organization of data is not intuitive or easily available.

Employee Self-Service

- There is no consistent HR Helpdesk and Employee Self-Service that exists for customer inquiries across the enterprise.

Digital Channels, and Infrastructure

- Lack of automation and digital channels result in too many manual steps and inefficiencies.
- Most HRD applications are on premises and do not leverage the latest technology trends which provide agility in meeting constant changes and needed customization.



Quick Wins & Outcomes

- Reduce handoffs, clarify responsibilities, and consolidate processes within single divisions by realigning the functions.
- Pilot redesigned hiring process.
- Develop and follow SOPs and scripts that are driven by business requirements, authoritative sourcing, customer engagement.
- Unify customer -facing website with content focused on the customer experience.
- Call Center as the prelude to the Contact Center.

Anticipated Impacts of ESS/MSS & Contact Center: Customers



Existing **HRD SMEs** will be equipped to **handle most services** currently performed by customers' local resources that support HR and PS processes

ESS/MSS portal will **provide Hiring Managers and other role-based POCs with the status, progress, and next steps** of the hiring process

Customers will have **one point of contact within HRD** through the WHS Contact Center for all queries to increase consistency in responses and the ease of conducting business

Responses to customers' queries will be delivered in **easily understandable language**

Processes and services will be **improved based on Customer Experience** to increase the ease of working with WHS

Anticipated Impacts of ESS/MSS & Contact Center: HRD

Shifting HRD SME activity towards higher -level HR strategic customer engagement and support



Reducing

- Overall number of customer queries; and basic customer queries and status requests, in particular
- Requests escalated to senior leadership
- Average time to resolve a customer query
- The General Schedule (GS) levels needed to support general customer queries and increased savings as new customers are on-boarded by adding lower grade level contact center staff



Increasing

- Ability to provide customers what they need before they need it, allowing HRD SMEs to serve more customers
- Employee productivity
- Standardization in business processed and authenticated responses to customer queries
- Staff proficiency and Customer Experience through greater awareness of staff skills and training needs derived from the CRM data on customer queries
- Customer experience through greater awareness of customer needs to develop communication and educational opportunities
- Ability to finance ongoing business activities and increase opportunities for additional business through alignment of Contact Center services to eventual Working Capital Fund business model

WHS Contact Center & Transformation Next Steps



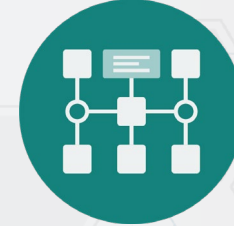
**Stand up the
Call Center**



**Implement changes
within Service Areas**



**Conduct
Readiness
Assessment** for
additional
business lines
(e.g., financial
management,
acquisitions)



**Launch CRM Tool
Pilot** to improve
process
transparency
across WHS





Challenge ...

Passive support to overt resistance as
concept gets real .