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# **YIN & YANG PROJECT**

## **WORK PROJECT REPORT**

*Consulting Lab 2015*



8<sup>th</sup> January 2016



**YIN & YANG PROJECT**

Fall Semester 2015

**Consulting Field Lab**



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## Glossary (1/2)

**Client** - Zen Bank employee, but outside the Operations and Benefits Division.

**CIO** - Compensation and Information Office

**Consulta Básica** – Extracted file from the platform App1, including raw employees' information.

**Customer** – Same as client, it is an employee of the bank but not an employee of the Operations and Benefits Division .

**DILO** - Day in a Life Of- an activity that consists in following the daily routine of someone.

**FTE** – Full time equivalent; An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees.

**HR** – An employee of the Operations and Benefits Division.

**HRD** - Human Resources Department

**Job Rotation** - *“A job design technique in which employees are moved between two or more jobs in a planned manner. The objective is to expose the employees to different experiences and wider variety of skills to enhance job satisfaction and to cross-train them.”* (Business Dictionary)

**Monthly Dynamic** – Excel file containing a set of information about new entrants as well as departures of employees.

**Motor** – Excel/Access file used to develop the Staff Board and Monthly Dynamic.

**NA** - Not applicable

**Process** - A set of Sub Processes (please see Sub Process definition) related with the same topic.

**Process Flow** - A set of stages (involving different tasks, people, communication channels, documents...) to follow in order to achieve a desired outcome.



## Glossary (2/2)

**OBD** – Operations and Benefits Division

**QP (Quadro de Pessoal)** – Staff Board

**Reconciliations** – Process where the human resources bank accounts' balance was adjusted and corrected to its accurate value.

**Remunera** – Software platform with the full set of employees' salary and benefits.

**SAS** - Statistical Analysis System

**SLA**- Service Level Agreement- is a record which defines a set amount of time for a task to reach a certain condition.

**Staff Board** – File containing a wide range of employees sensitive information's, such as salary, evaluation, contacts, among others.

**Sub Process** – *“A collection of linked tasks which find their end in the delivery of a service or product to a client. The sub process must involve clearly defined inputs and a single output. Business Process Management sub processes are continuous but also allow for ad hoc action. Sub Processes can be simple or complex based on number of steps, number of systems involved etc.”* (Appian)

**Task** - *“A definite piece of work assigned to, falling to, or expected of a person; duty.”* (Dictionary Reference)

**TCD** - Transport and Communications Division

**Note for the reader:** During the report you will find several names such as “xyz”, “##”, “HR1, HR2, ..., App1, App2,...” which refer to names that can not be revealed due confidentiality matters.



# *Introduction*

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The project is focused on the Human Resources Department and is meant to optimize the internal processes of both the Operations and Benefits Division and the Information and Compensation Office

Project Overview

Crew

Stream Yin



Carolina Aguiar



Mª do Carmo Mello



Sara Soares



Stream Yang



Afonso Barros



Pedro Lima

Confidentiality Issues

Due to confidentiality reasons the name of the financial institution will not be revealed. Therefore, a fictitious name was chosen to represent this bank.



Company Description



Present Worldwide



Reference: ZenBank Semesterly Report 2015



# *Stream Yin*

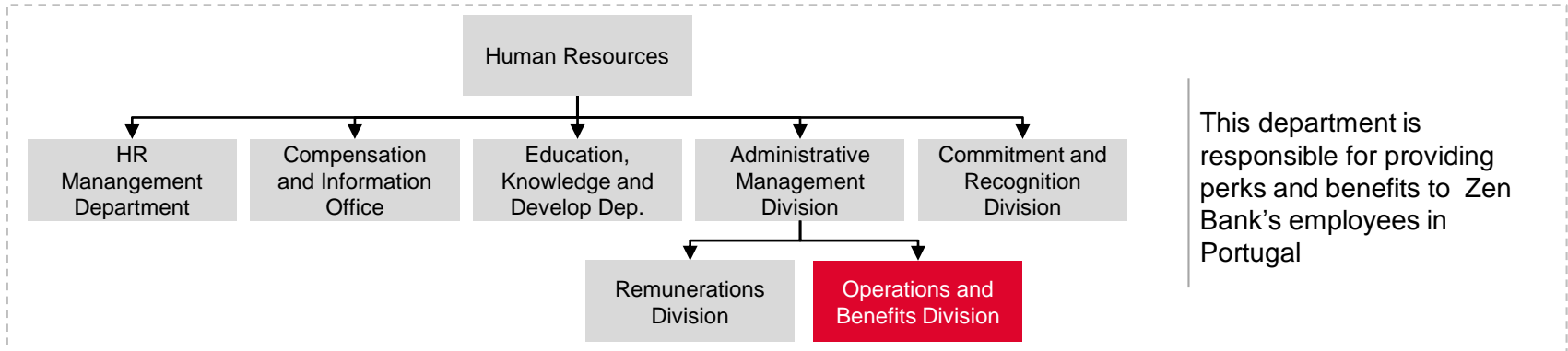
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# The Stream Yin aims to optimize 8 out of 51 in the Operations and Benefits Division

## The challenge: scope and objectives

### Department



This department is responsible for providing perks and benefits to Zen Bank's employees in Portugal

### Objective

Identify opportunities for productivity optimization and efficiency improvement

### Scope

#### Employees' time allocation

There are 8 in-scope processes, which represent 20% of the division's workload.

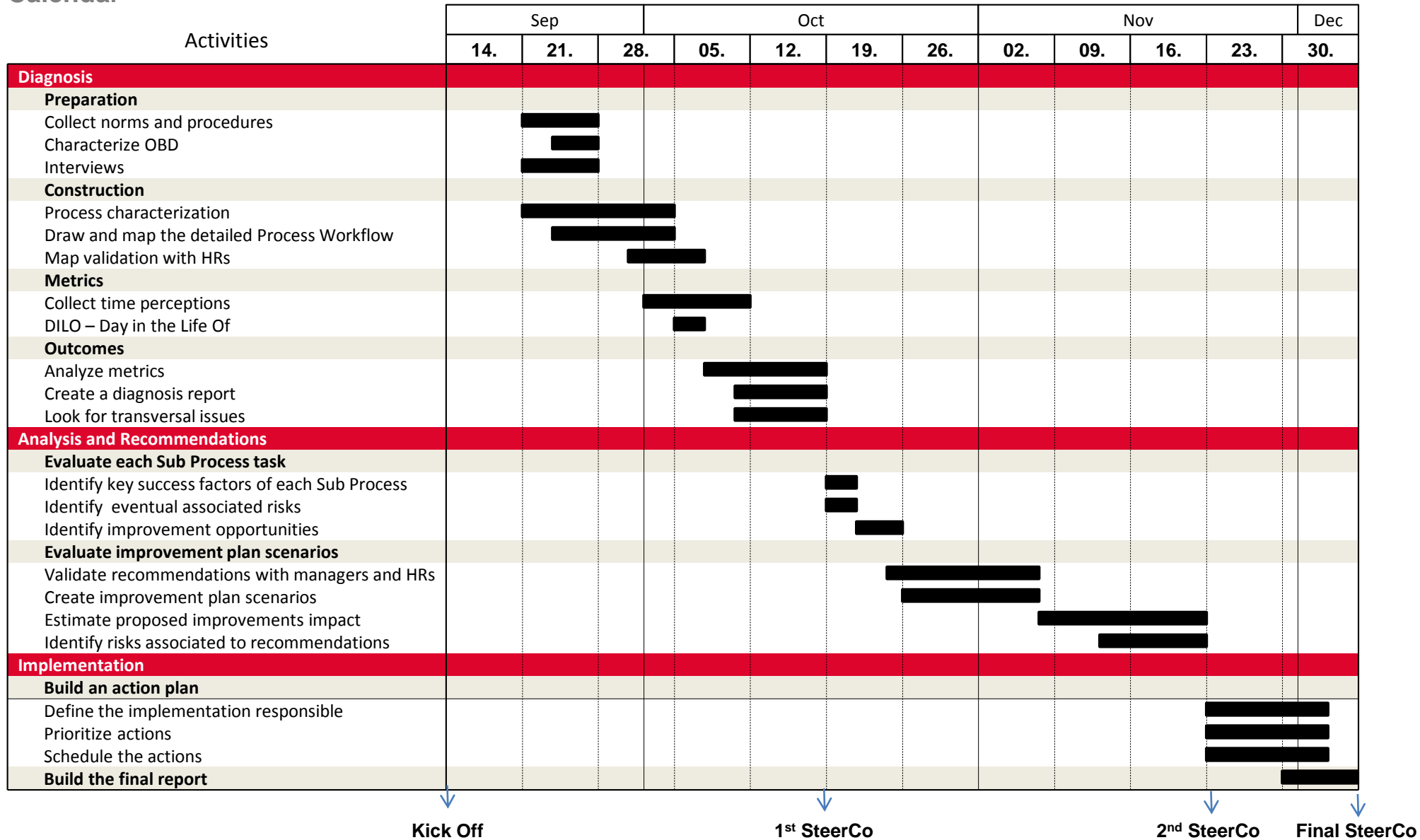
They involve 1,56 FTEs and are assigned to 5 employees.

Processes	HR1	HR2	HR3	HR4	HR5	HR6	HR7	HR8	Total FTEs
1. Mobile Phones		20%							0,20
2. Work Schedule			20%						0,20
3. Working Hours Exemption	10%								0,10
4. Pass Card	2%	3%			18%				0,23
5. Tuition Fees	2%	4%							0,06
6. Certificates and Declarations				25%					0,25
7. Oil Expenses	15%				13%				0,28
8. Cars	13%				13%				0,26
Others (43)	58%	73%	80%	75%	58%	100%	100%	100%	6,44





# Calendar



Three main recommendations allowed us to transform the “As is” situation into the “To be” situation, generating gains of 3.8 FTEs

Executive Summary



To tackle the presented challenge, research about business process optimization was made in order to determine the approach we would follow, which was the Business Process Reengineering

## Business Processes Optimization

According to Masaaki Imai<sup>1</sup>, a theorist and consulting manager recognized by founding the consulting group Kaizen, there are two ways for a company to improve its business operations:

### Kaizen

Is based on a **long-term continuous improvement** through **small changes**. It is usually **people oriented**, requiring **significant commitment** but **low investment**.

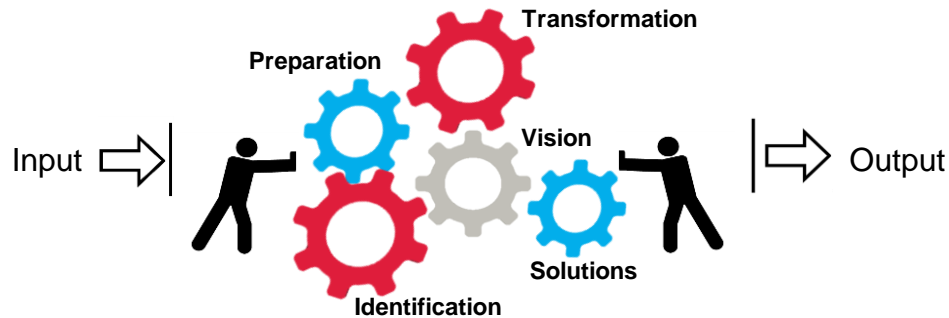
### Business Process Reengineering

BPR consists in **improving through innovation**, made by **big steps** and achieving **short-term results**. Moreover, it is **technology oriented**, requiring **big investment**.

## Business Process Reengineering

After several syndication moments with the Client, we concluded that the Client wanted an innovative solution and incentivated us to think out of the box. Therefore, the chosen approach was business process reengineering.

### BPR Methodology and Tools<sup>2</sup>



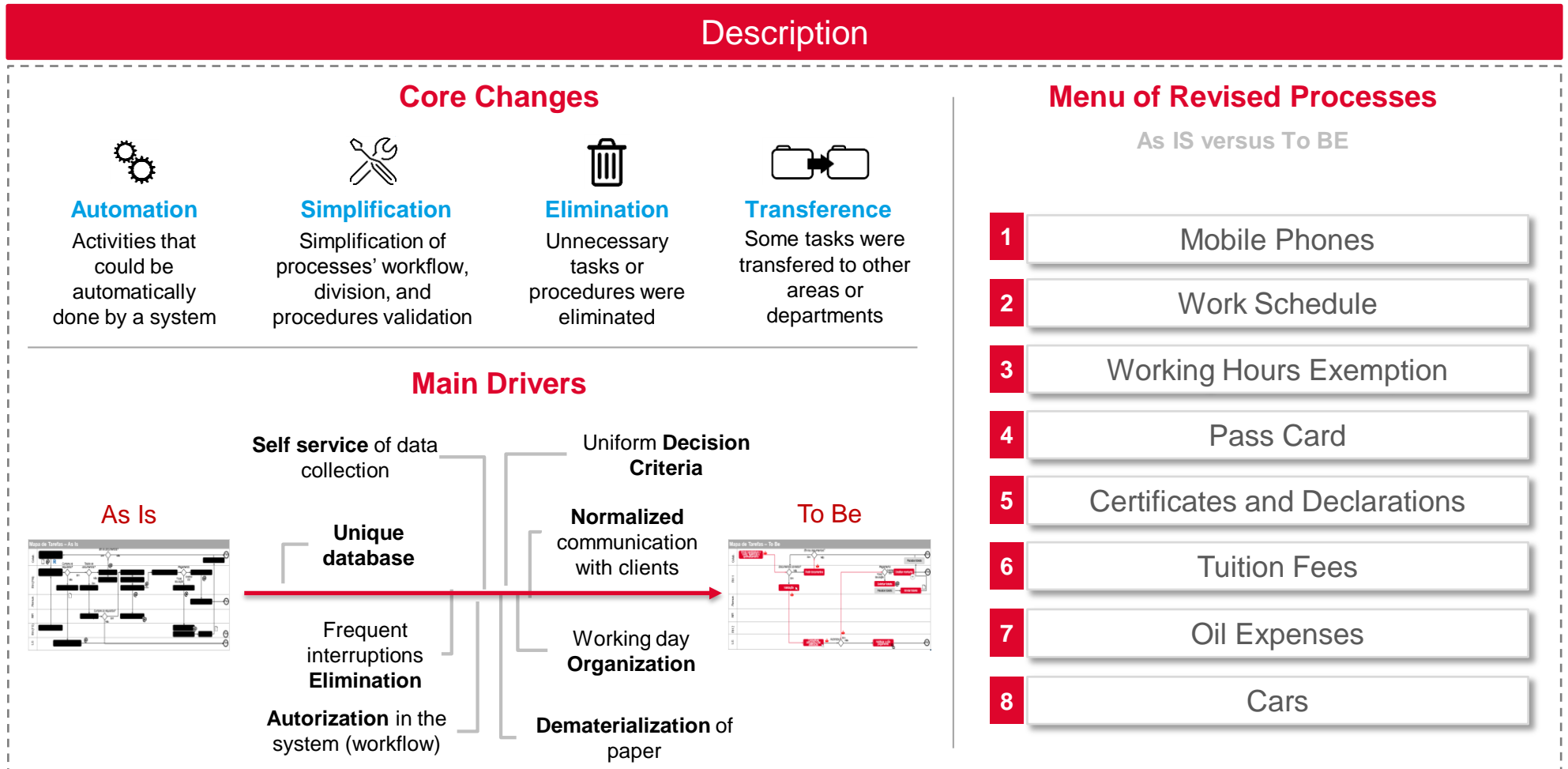
- ❑ **Preparation:** Recognize the need, plan change
- ❑ **Identification:** Define and measure performance, model processes, identify activities, map organization, map resources, prioritize processes
- ❑ **Vision:** understand process structure and process flow, identify value-adding activities, estimate opportunity, envision the ideal
- ❑ **Technical & Social Design (Solutions):** reexamine process linkages, consolidate information and interfaces, modularise, apply technology, specify management structure, redraw organizational boundaries, specify job changes, plan implementation
- ❑ **Transformation:** Perform technical design, develop tests and rollout plans, train staff, pilot new process, refine and transition

**References:** (1) Arlbjorn, J. S.; Haug, A. (2010). *Business Process Optimization*; (2) Klein, M. M. (1994). *BPR Methodology's Stages and Tasks*



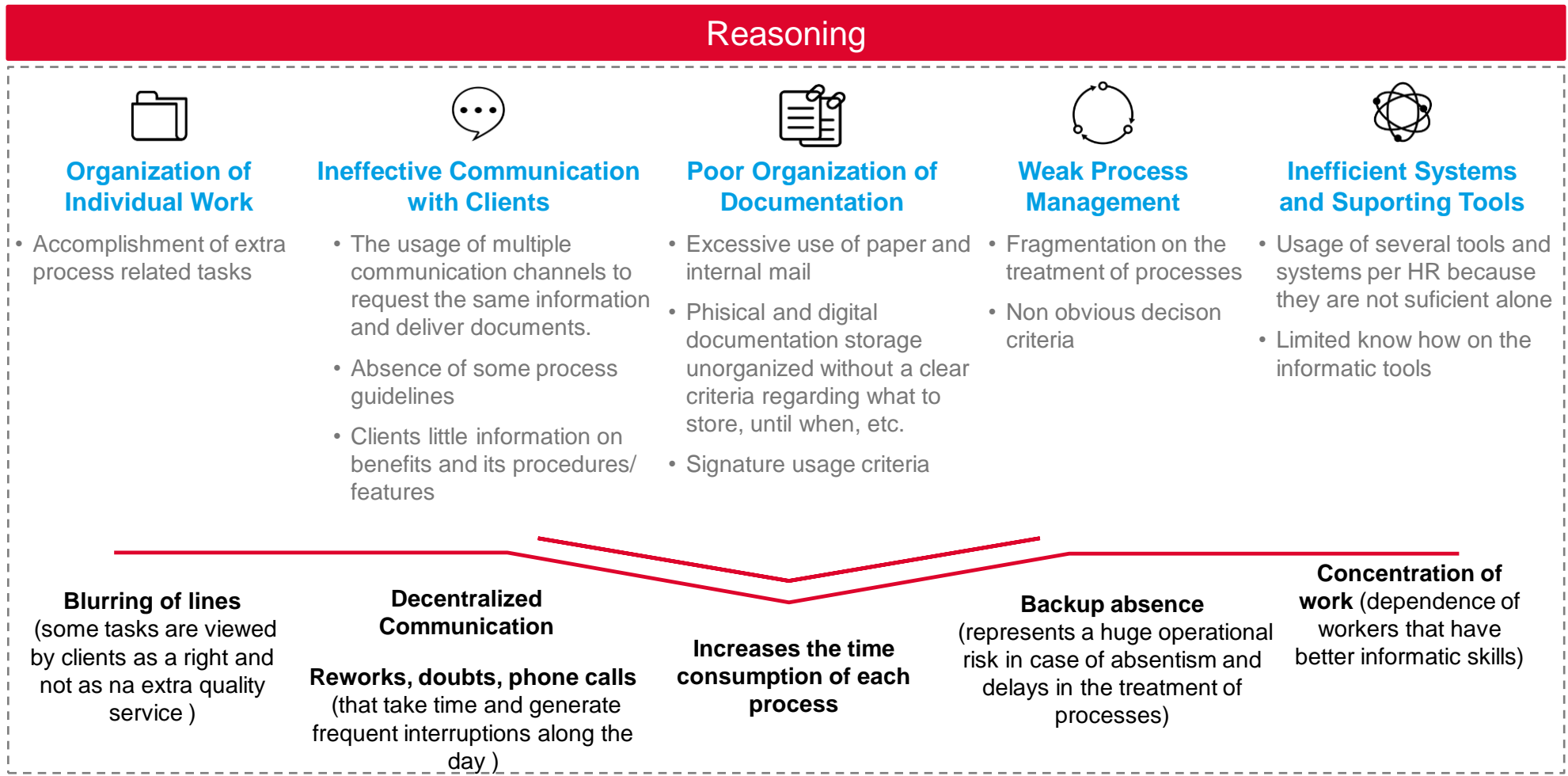
A process review was conducted with the main goal of reducing inefficiencies as well as improving the service/ product delivered to clients

## Process Review



The reasoning behind the reviewing of processes was due to several problems identified in the diagnosis as well as carefully understand how they operate and its particularities

## Process Review



Different measurement methods were employed in order to perform a complete analysis that could support our future recommendations

## Process Review

### Methodology (1/3)

#### A Piece of Literature Review

Following the **DMAIC process**<sup>1</sup>, a core component of the *Six Sigma* methodology- quality management tool, we obtained an useful guidance to build maps and find out helpful metrics



Define

Find out the inputs and outputs of the process as well as understand how well the current state of the Process meets quality standards



Measure

Identify appropriate Process measures in order to look for some factors that may be affecting the process performance



Analyze

Determine the root causes of the problems and inefficiencies of the Processes



Improve

Establish a Process improvement plan- based on the automation, simplification, elimination and transference of tasks



Control

Ensure that the gains obtained after the improvement plan be established are hold

#### Interviews

- Understand the process flow and its components (tasks, links with other departments, necessary documentation, communication channels used, HR's allocated to the process, particular features)
- Get valuable insights to map each Process and Sub Process
- Ask for the HR perception of time each tasks takes from their working time
- Access the time consumption each Process takes to either each HR and to the OBD
- Obtain volumes of each Process and Sub Process

#### DILO

- Review each Process carefully with the HR responsible for each task
- Show the maps under construction and ask for validation
- Measure the time each task takes and compare it with the HR perception
- Ask for suggestions and input contribution to the process improvement

**References:** (1) Meyer, M. (2013), *Nolan Bank Performance Study Trends: The Human Resources Value Proposition*; Deloitte University Press (2015) *Global Human Capital Trends 2015: Leading in the new world of work*

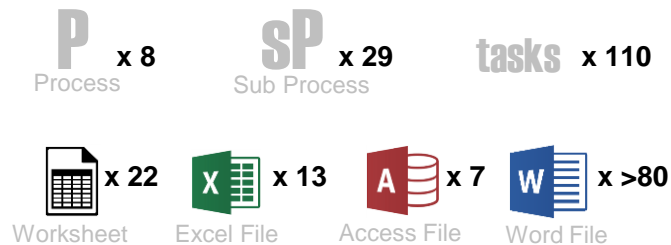


One crucial step of our analysis was an evaluation of Processes' and Sub Processes' volumetrics, execution times and the time they took from each HR

## Process Review

### Methodology (2/3)

#### Diagnosis



#### Counting Processes, Sub Processes, Tasks and Work Files

During the diagnosis, through the interviews and the DILO while we did the Processes description and characterization, we assessed the **number of Sub Processes** existing in each Process as well as the **number of tasks** inherent to each one.

We also perceived that the **information was spread across several work files** and in different sheets. Therefore, and since we consider it relevant information to build our maps, we counted them to better understand their connections and utility.

#### Process Flow and HR time perception

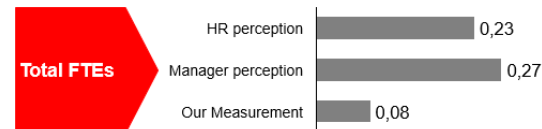
While interviewing the HR responsible for each Sub Process, we obtained **detailed information about the process workflow**: involved HRs in each task, periodicity, volumes, reworks, execution time and SLA's.

Another valuable information was the **HR perception of time** regarding the time each Process represent out of their total working hours, as well as the manager perception of that time. (see Appendix 1)

We also **measured execution times** by attending their day-to-day work.

At the end we were able to calculate the FTE allocated to each Process and did both a **quantitative and qualitative analysis** of each one, as represented in the example. (other processes in Appendix 3)

#### 4. Pass Card



Example

Sub process	Responsible	Periodicity	FTEs	SLAs
Application approval	HR1	Punctual	0.002	Until 3 days
Monthly Control	HR2	Monthly	0.001	8 minutes
Payment of Contributions	HR3	Daily	0.077	Until 1 day
Entities Reimbursement	HR3	Monthly	0.001	Until 3 days

Tasks	Responsible	Volumes	Reworks	Execution Time
Validate applications	HR1	3/month	NA	2 minutes
Submission for approval	HR2	1/month	NA	2 minutes
Notice employees	HR3	3/month	NA	1 minute







During the first version of our diagrams, we included a version with responsables in order to point out that the processes execution is fragmented across several employees

## Process

Mobile Phones - Attribution

### High-level Workflow

Data Update

Fill the model letter

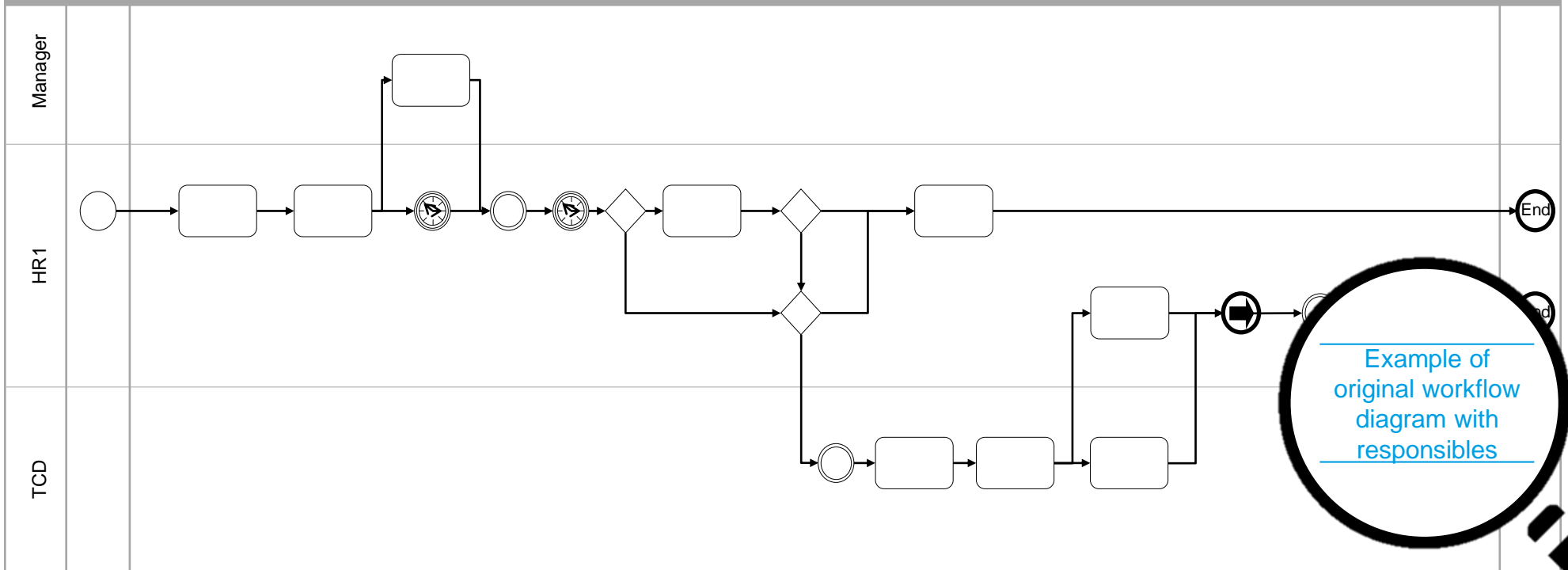
Send the necessary  
documentation

Verify the data collected and update  
the systems

Send the approval to  
other Division

Mobile Phone  
number register

### Process Workflow Diagram – Original Version with Responsibles

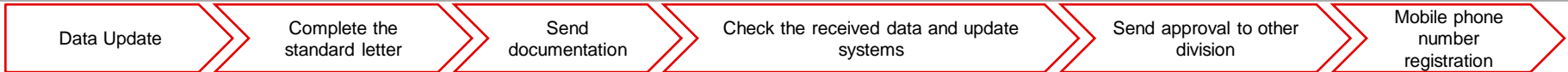


The final version of the processes' workflow diagrams are less detailed but maintains the most relevant information and also represents the responsible for the tasks

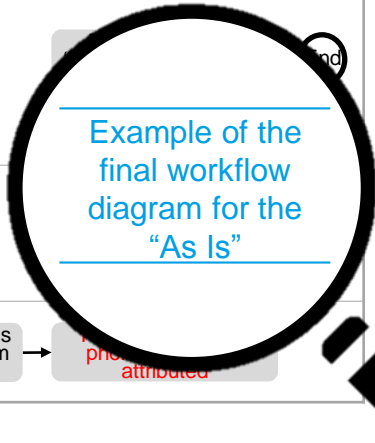
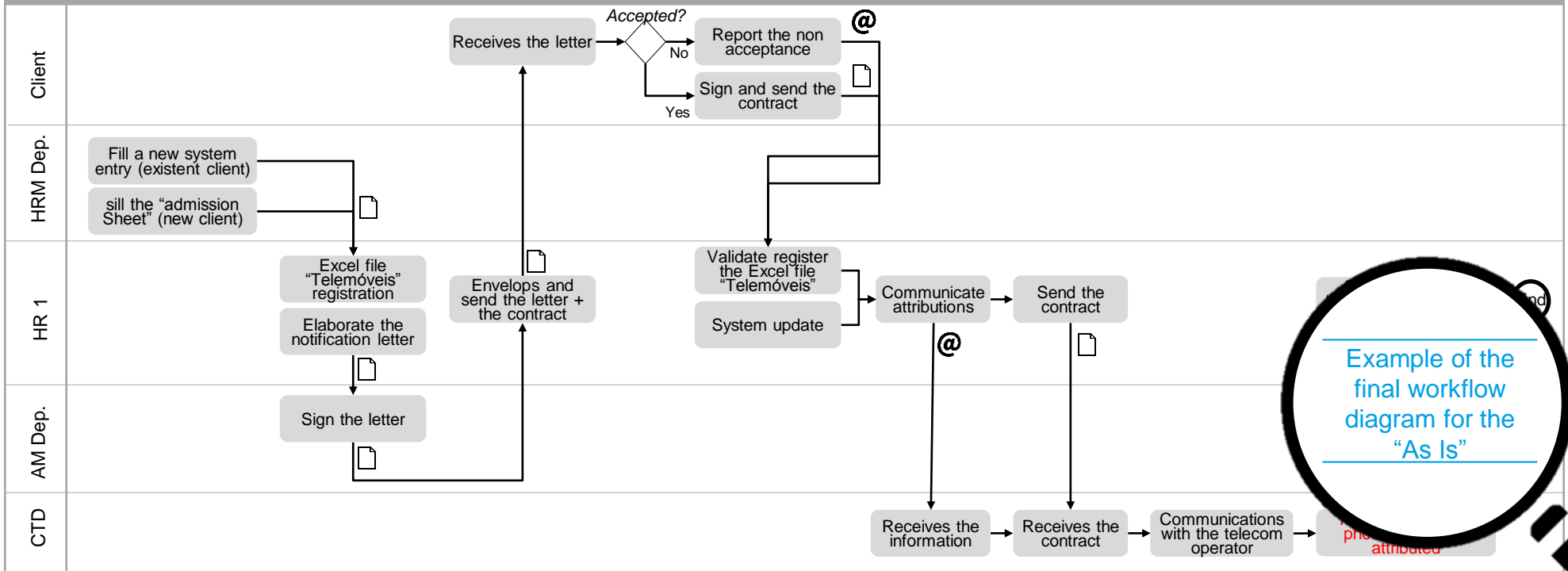
**Process**

Mobile Phones - Attribution

High-level Workflow



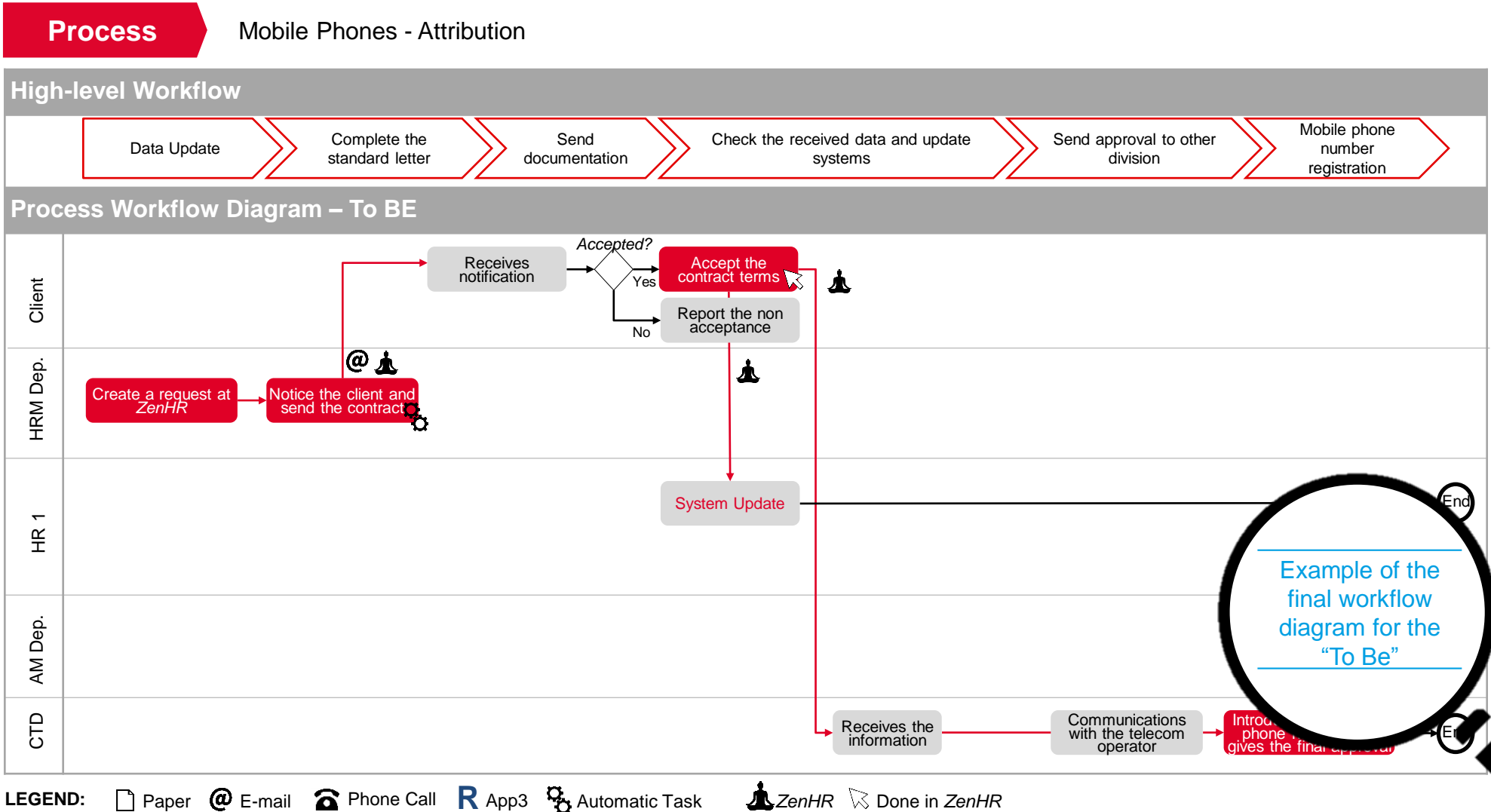
Process Workflow Diagram – As IS



Example of the final workflow diagram for the "As Is"

LEGEND: Paper | E-mail | Phone Call | App3 | Automatic Task | ZenHR | Done in ZenHR

As for the first version, we have done one workflow diagram for Sub Process for the current situation (“As Is”) and other with the proposed solutions (“To Be”)



The new organizational model proposed aims to achieve coordination among HRs as well as better work load distribution by allocating people to different roles with assigned responsibilities

## Organizational Model

### Description (1/3) – Captain and Visionary

#### Pieces of the Model

#### Duties

##### The Captain

(Manager)



*I am responsible for quality control both in production and client satisfaction. I am also the one in charge of attending exceptions.*

- Team management
- Service management and control: definition and monitoring SLAs
- Production and quality control: definition and monitoring KPIs, deliverables' validation
- Historical data and requests records' evaluation in order to predict production peaks and reassign tasks in advance, together with the visionary
- Managing peak volumes and absenteeism through reallocation of HRs
- Attending exceptions

##### The Visionary

(Product specialist)



*I have a general and critical view of the processes, ensuring their continuous improvement and uniformization.*

- Having a critical view across production and identifying opportunity gaps
- Ensuring normalization of communication with Clients
- Leading implementation of continuous improvement steps

**Obs.:** Given the small size of the department, the Captain and the Visionary can be performed by the same person



The new Organizational Model allows the Production to attend requests without being interrupted due to the introduction of a Front Office

## Organizational Model

### Description (2/3) – Flight Attendant and Crew

#### Pieces of the Model

##### The Flight Attendant (Front Office)



*I am in charge of all the phone calls. I have access to every information about the client through the data base and I am responsible for addressing their questions and attending their requests, according to the procedures manual.*

#### Duties

- Answering all phone calls (division will now have a single phone number)
- Attending customers' requests or obtaining answer for their problems (in order to support him, he has access to the 360° view of the clients – data base from ZenHR - and to a procedures manual)

**Obs.:** This position could be performed in a rotation basis. The HRs assigned to the Flight Attendant position must have a general knowledge of the processes done in the OBD and will have adequate on-the-job trainings

##### The Crew (Production)



*We are a versatile team and are responsible for execution of the activities done by the division. In case of absenteeism, we are able to replace our colleagues.*

- Executing the activities done by the division, following the defined workplan and the established procedures
- Respecting the settled tasks prioritization
- Reporting any exception and difficulty related to the process to the Captain, who will address them to the Visionary (continuous improvement)
- Reporting to the Captain non-operational problems, i.e., related with exceptions that require decisions
- Do not attend *ad hoc* or unexpected requests, reporting them to the Captain

**Obs.:** Processes should be assigned to HRs in a rotation basis



By ensuring the existence of assigned roles and setting communication standards the OBD will have an organized routine and will be able to improve the Clients' satisfaction

## Organizational Model

### Description (3/3) – Benefits

The four pieces together bring some benefits to the division:

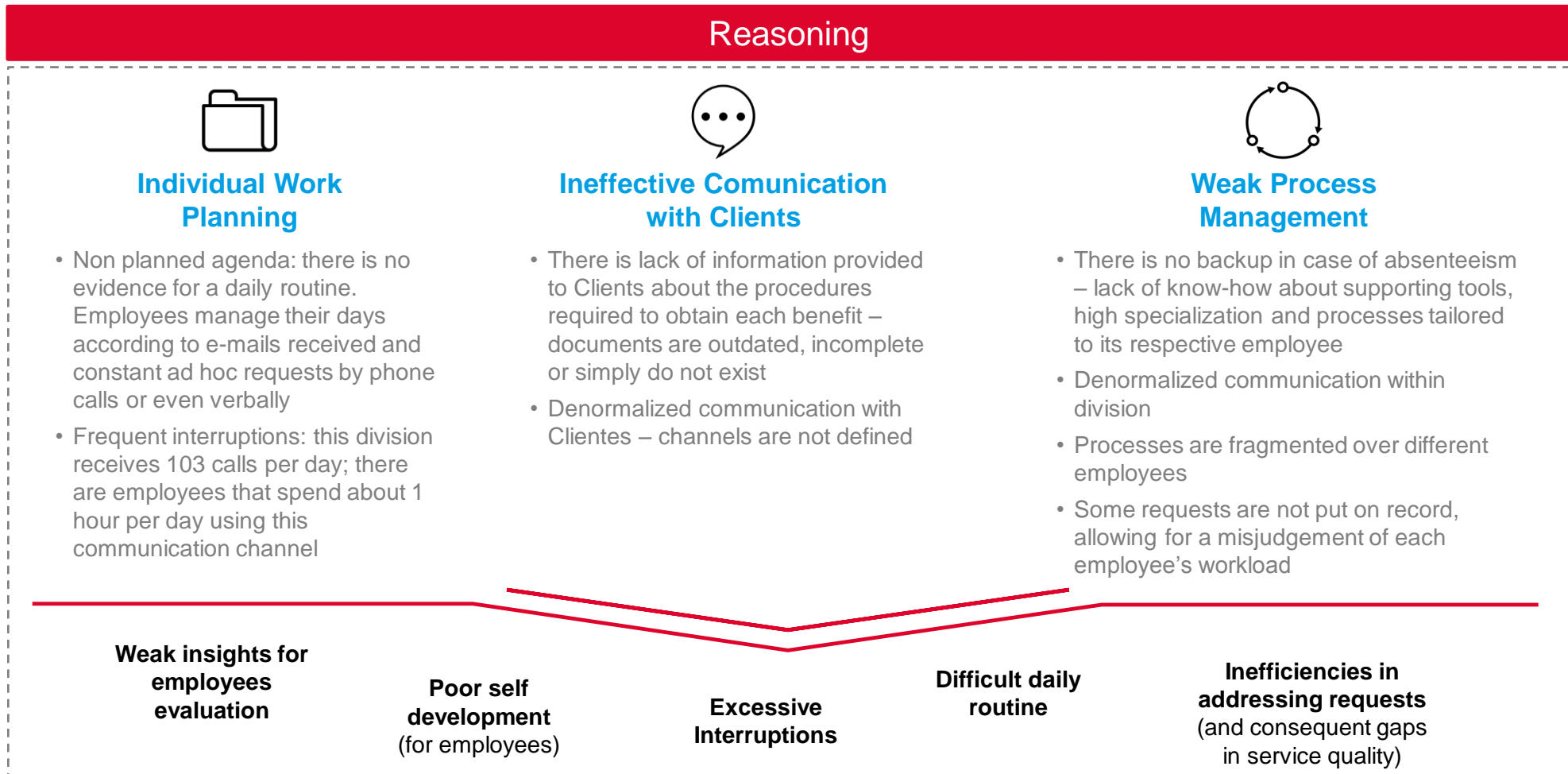


- ✓ Clear separation between execution and validation
- ✓ No interruptions
- ✓ Rotation promotes multi-tasking and enhances personal development of employees
- ✓ Room for continuous improvement
- ✓ Processes assigned to a single employee from end-to-end
- ✓ Normalized communication with Clients and within division
- ✓ Organized daily routine
- ✓ Better service level



The new organizational model was recommended in order to solve the problems identified during the diagnosis and to improve efficiency within the division

## Organizational Model



The problems' identification and the suggestion of this solution were made through several steps such as the DILO and the analysis of the phone calls records

## Organizational Model

### Methodology (1/2) – Idea and Diagnosis

#### The idea

The proposed organizational model is based on an existing model already implemented in one ZenBank's department. The framework was originally recommended to the Bank by a reputable consulting firm and since it was successfully applied, it was suggested to us by our client.

Given the small dimension of the division, we decided to adapt it though, so that it fits our situation.

#### Diagnosis

##### DILO – Day In the Life Of

As we mentioned before, we spent one day with each employee.

Through this activity, we understood not only the processes we were focused on and its characteristics, but also some valuable insights about the division as a whole:

- The interdependencies between employees and their roles
- The relationship between supervisors and employees (and how they communicate)
- The routines and their usual agenda
- Some feedback from employees about work satisfaction and their evaluation

#### Analysis of the Phone Calls Records

In order to perceive the importance of the Phone Calls among the different communication channels, an analysis was performed based on some records we obtained from the ZenBank.

We were given the total number and duration of the following type of calls for the second trimester of 2015 (for each employee):

- External In-calls; Internal In-calls
- External Calls Made; Internal Calls Made
- Total Calls in the Trimester

Then, based on some assumptions, we computed simple numbers helpful to understand the relevance of this channel. The obtained numbers show that on average the division receives 103 phone calls per day, which means too many interruptions for a “back office” department. Furthermore, we ordered the employees by average daily hours spent on the phone and concluded that two of them spend about 1 hour out of a 7 hour journey on the phone.

Channel Consump.	Employee	Average Monthly Hours on the Phone	Average Daily Hours on the Phone	Average Daily Total Calls
	1	22:26:41	1:10:53	70
	2	17:55:31	0:56:36	22
	3	14:10:17	0:44:45	20
	4	6:42:15	0:28:15	10





The benefits associated with the implementation of a front office and job rotation - efficiency maximization and employees' skills development - support the decision towards this model

## Organizational Model

### Methodology (2/2) – A Piece of Literature Review

#### About having a Front Office

The idea of having a front office appeared for the first time in the late 1970s, namely due to Dick Chase, who presented two different type of operations in services: *the traditional back office factory and the customer-facing, customer contact front office* - front office<sup>1</sup>.

This is the Customer contact approach, which states that both operations should be decoupled<sup>2,3</sup> so as to **maximize the efficiency of the service delivery system**<sup>4</sup>.

*[...] high-contact activities are more difficult to control and to rationalize than low-contact activities due to all kinds of disturbances caused by the customer*<sup>4</sup>.

However, there are several aspects to bear in mind about coordination and both kind of activities can coexist in the same department and be performed by the same employees.

As we identified several interruptions, and since the core of this division is customer service, we propose the creation of a front office.

#### Rotation for Personal Development

Job rotation is identified by several studies as a factor that promotes a **positive attitude towards career**, reducing monotony and fatigue<sup>5</sup>.

*Regarding benefits, nearly all areas of research suggest that job rotation increases affective career-related outcomes such as employee satisfaction, motivation, involvement, and commitment*<sup>6</sup>.

Furthermore, it effectively contributes for the employee **learning experience**, as it is a way to develop their skills<sup>7</sup>. In fact, rotation can create opportunity for “increased variety, challenge, and achievement”<sup>8</sup>.

Lastly, late 1970s literature focus the “plateaued” employees – those with limited promotion prospects. In these cases, rotation is again mentioned as a stimulation to their work, counteracting possible negative characteristics such as low commitment. This is the situation of the division we were working with<sup>9,10,11</sup>.

This is the reason why we recommend that the tasks performed by the Crew should be done in a rotation basis. Moreover, this guarantees that there is a backup in case of absenteeism.

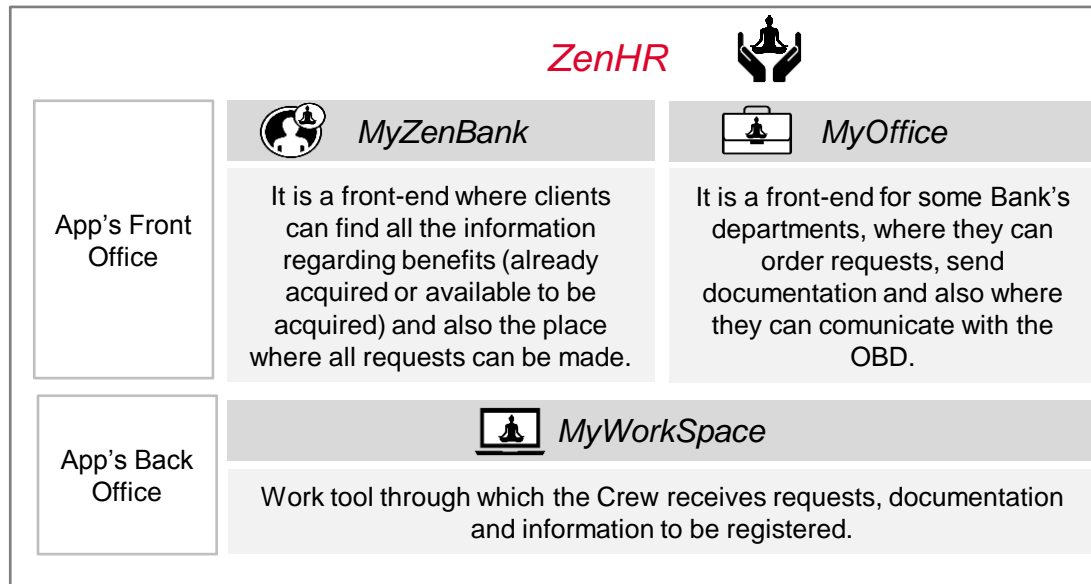
**References:** (1) Johnston, R. (1999). *Service operations management: return to roots*; (2) Chase, R.B. (1978), *Where does the customer fit in a service operation?*; (1981) *The customer contact approach to services: theoretical bases and practical extensions*; (3) Chase, R.B.; Tansik, D.A. (1983), *The customer contact model for organization design*, Management Science; (4) Zomerdijk, G. L.; Vries, J. (2007). *Structuring front office and back office work in service delivery systems: An empirical study of three design decisions*; (5) Miller, F. G.; Dhaliwal, T. S.; Magas, L. J. (1973). *Job rotation raises productivity*; (6) Campion, A. M.; Cheraskin, L.; Stevens, J. Michael (1994). *Career-Related Antecedents and Outcomes of Job Rotation*; (7) Eriksson, T.; Ortega, J. (2006). *The Adoption of Job Rotation: Testing the Theories*; Ference, T. P.; Stoner, J. A. F.; Warren, E. K. (1977). *Managing the career plateau*; (8) Campion, M. A.; McClelland, C. L. (1991). *Interdisciplinary examination of the costs and benefits of enlarged jobs*; (9) Near, J. P. (1985). *A discriminant analysis of plateaued versus nonplateaued managers*; (10) Stout, S. K.; Slocum, J. W.; Cron, W. L. (1988). *Dynamics of the career plateauing process*; (11) Ference, T. P., Stoner, J. A. F., & Warren, E. K. (1977). *Managing the career plateau*



The creation of ZenHR allows the department to standardize all the communication and to centralize it in only one channel. It will also enhance production efficiency and allow feasible data management

## ZenHR

### Description (1/4) – Concept and Benefits



#### Main benefits

- ✓ Centralized communication network
- ✓ Automatizing most of the activities
- ✓ Diminishing interruptions
- ✓ Providing management indicators
- ✓ Guaranteeing the availability of historic data
- ✓ Sending automatically e-mails with pdfs attached

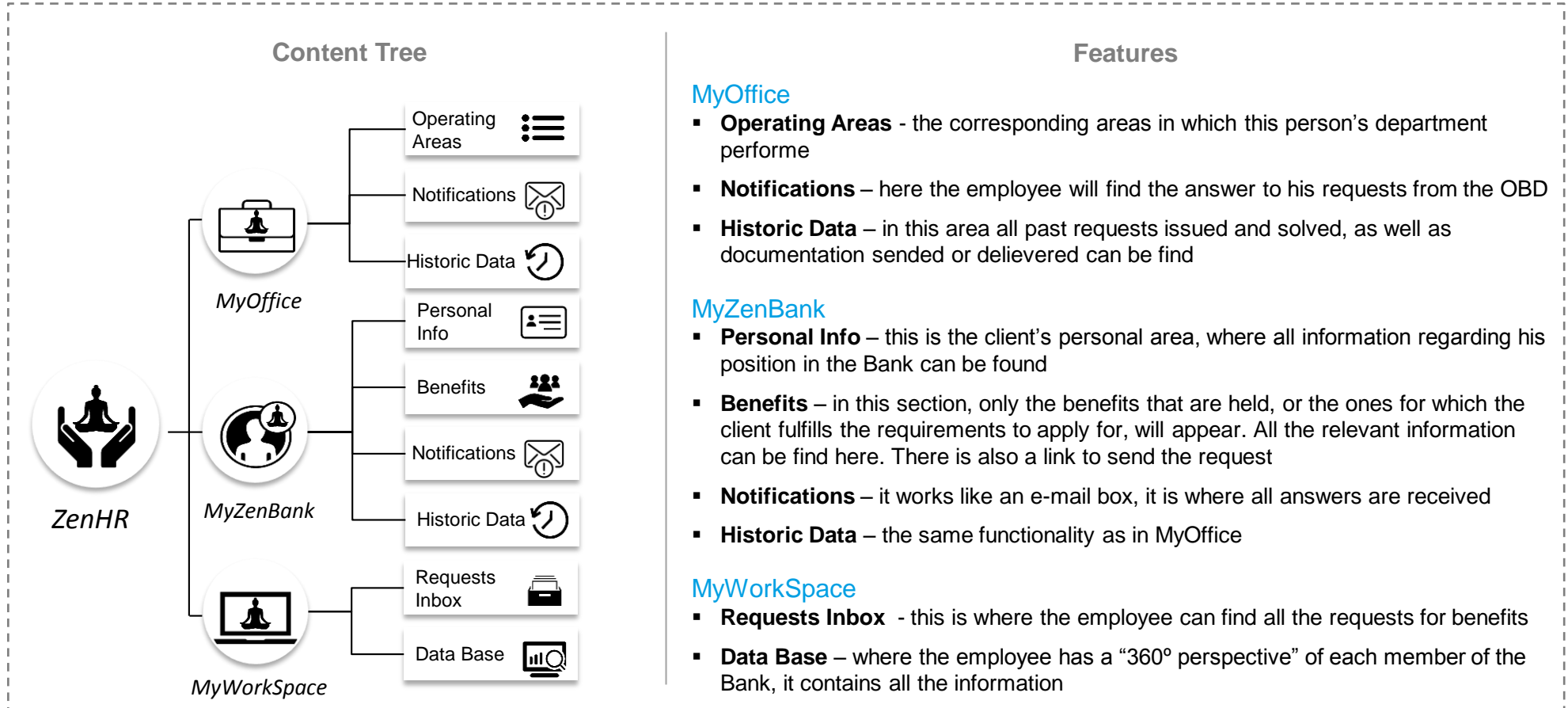
- ZenHR provides a single point of contact with the clients, where they can check everything about themselves as ZenBank's employees through their profile, and also where they can get all the information regarding benefits they already have or that they are able to apply for
- In that sense, we suggest that ZenBank should cease the three systems and share areas they currently use, once all the relevant information will be concentrated in ZenHR



The App's three dimensions have different functionalities which can be organized in different menus

## ZenHR

### Description (2/4) – App's Architecture



The proposed App will bring relevant benefits to the department's customers as well as the department's employees, improving the overall service quality

## ZenHR

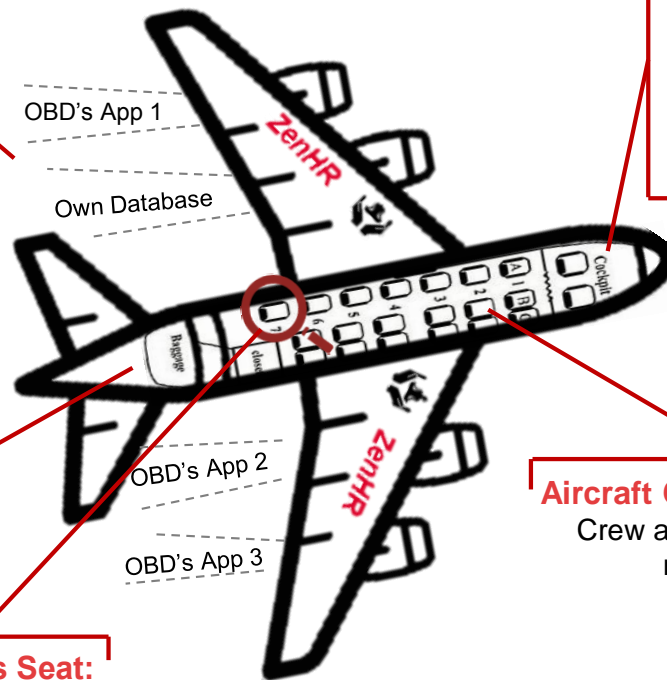
### Description (3/4) – Operational Outlook

#### ZenHR Characterization

**Engines:** The engines of this app will be its own database and eventually also other systems currently used by the OBD that might be integrated

**Hold of Plane:** Database that stores all the past and present information about the Bank's members

**Passenger's Seat:**  
MyZenBank



**Cockpit:** Place in which the Captain and the Visionary can access the SLAs, KPIs and quantities

**Aircraft Cabin:** where the Crew accesses all the requests

#### Differentiating Factors



MyWorkSpace

##### For the employees

- ✓ 360° Perspective of each member of the Bank
- ✓ Complete working tool



MyZenBank

##### For the clients

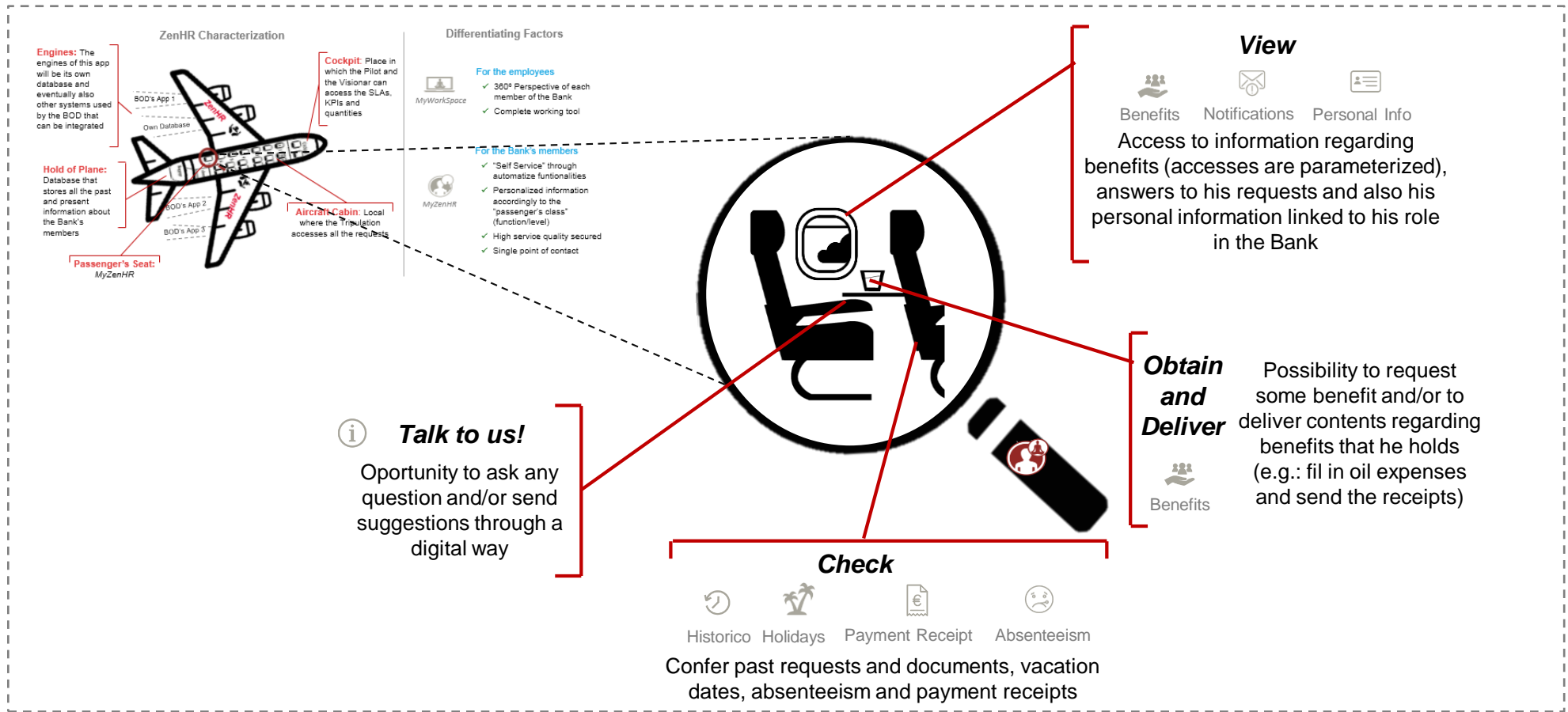
- ✓ "Self Service" through automatic functionalities
- ✓ Customized information according to the "passenger's class" (role/ hierarchical level)
- ✓ High service quality guaranteed
- ✓ Single point of contact



MyZenBank is the personal area of each client, where these have full access to its own information, historic data, as well as the possibility to make available requests

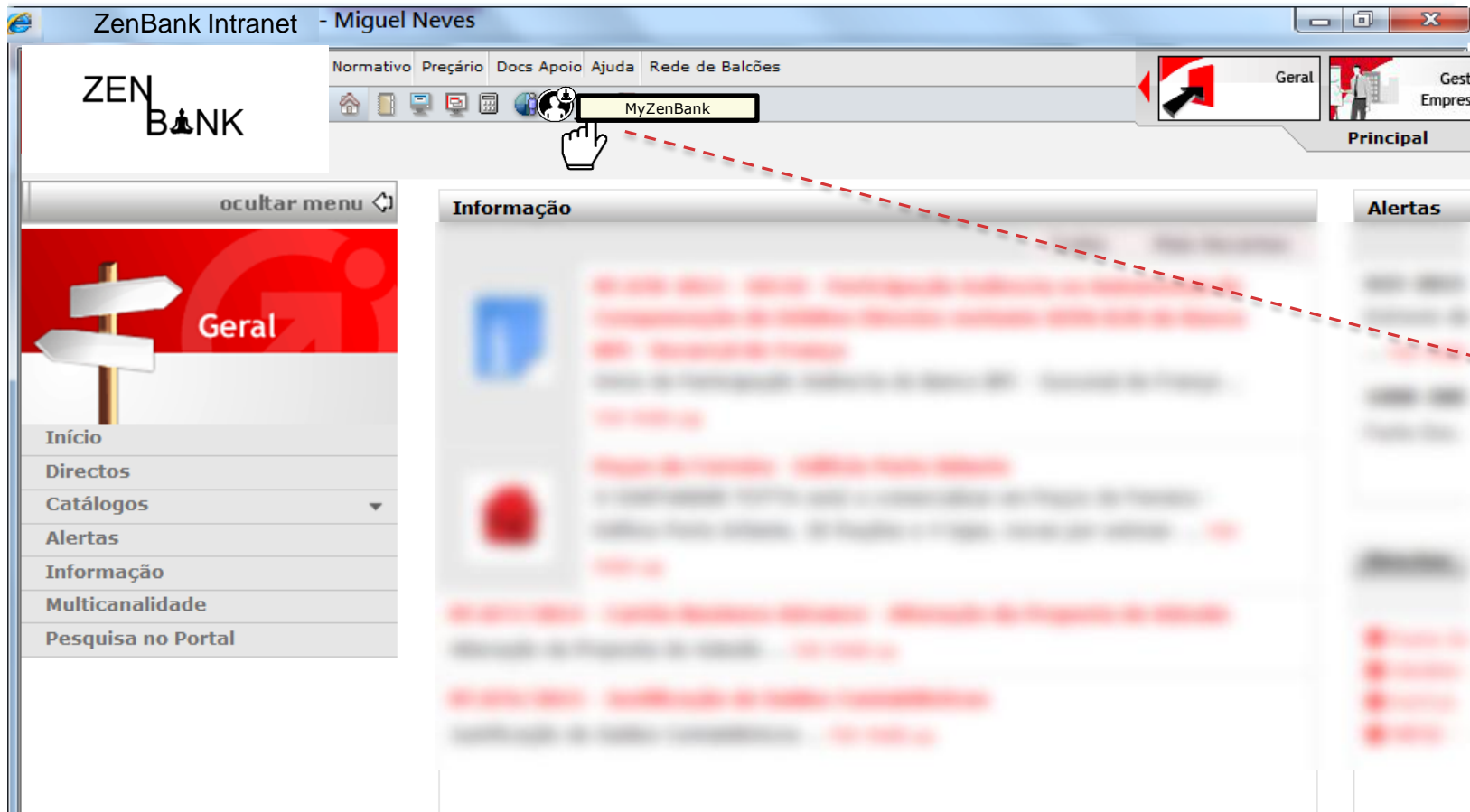
## ZenHR

### Description (4/4) – Client Outlook



The access to *MyZenBank* is done through the Bank's Intranet and the client will easily find *MyZenBank* next to the other apps, after logging in

Example of  
ZenHR - MyZenBank



The client will find *MyZenBank* next to the remaining Bank's apps



The App's homepage will be the tab with the content about the client's personal information and the whole app is meant to be user friendly and simple

Example of ZenHR - MyZenBank

The screenshot shows the MyZenBank web application interface. At the top, there is a search bar labeled 'Pesquisar' and a user profile icon. Below the search bar, the text reads 'My work, my space. MyZenBank!'. A horizontal menu contains four main sections: 'Ficha Pessoal', 'Benefícios', 'Notificações', and 'Histórico de Pedidos'. Below this menu is a large red box titled 'AO SERVIÇO DO SEU BEM-ESTAR' containing various service icons and labels: 'Cartão ###', 'HT diferenciado', 'Propinas', 'Certificados', 'IHT', 'Telemóveis', 'Declarações', 'Passes Sociais', and 'Viaturas'. Red dashed lines connect text annotations to specific parts of the interface.

Menu

MyZenBank's homepage is the tab that contains all the personal information of the client

Tab that presents all the benefits available for this customer according to his role and/or hierarchy level, but also the ones that he is already benefiting from

Tab that contains automatic notifications that are also sent to the clients' e-mail accounts. E.g.: notification received in case of having submitted wrong documents when applying for a benefit

Here the client can access all past requests including sent and received documents, with an extra functionality of narrowing the search





When the customer opens the *Benefits* tab, he will not only find all the information regarding each available benefit, but also be able to request the benefits directly

Example for  
Tuition Fees

The client will find all the information regarding each benefit on these side tabs

The screenshot shows the ZEN BANK website interface. The 'Benefícios' tab is selected in the top navigation bar. The sidebar on the left contains a list of benefit categories: Cartão ###, Certificados, Declarações, Horário de Trabalho Diferenciado, Isenção de Horário de Trabalho, Passes Sociais, Propinas (highlighted), Telemóveis, and Viaturas. The main content area displays the 'Propinas' section, which includes a red header, a description of the benefit, eligibility criteria, and a list of related topics: Aproveitamento Curricular, Como aderir, Enquadramentos Legal, and FAQs. A shopping cart icon is located at the bottom right of the page.

If the client selects one of these topics, a text of information on the topic will appear

Here is where the customer can request the benefit





The application to the request is made in three sequential parts, which will be automatically validated. If anything is not valid, it will unable the client to proceed

Example for  
Tuition Fees

The app will automatically check if the customer fits the primary requirements

Portal Geral - Miguel Neves - Windows Internet Explorer

ZEN BANK

Preferências Idiomas Português

Pesquisar

Ficha Pessoal Benefícios Notificações Histórico de Pedidos

Propinas

Cartão ###

Certificados

Declarações

Horário de Trabalho Diferenciado

Isenção de Horário de Trabalho

Passes Sociais

Propinas

Telemóveis

Viaturas

VME: Válido ✓

Filho(s): Ana Neves  
Carolina Neves

After the automatic validation, if the customer is eligible, all his children's names will appear in order for him to select the one (or more) he wants to benefit from this tuition fees subsidy



The application to the request is made in three sequential parts, which will be automatically validated. If anything is not valid, it will unable the client to proceed

Example for  
Tuition Fees

At this point, the client has to fill in these six blanks. At the same time, the system will match all the information in order to obtain the automatic validations

The screenshot shows the ZEN BANK portal interface. The main navigation bar includes 'Ficha Pessoal', 'Benefícios', 'Notificações', and 'Histórico de Pedidos'. The 'Propinas' section is highlighted in red and contains the following form fields:

- VME:** Válido ✓
- Filho(s):** Ana Neves  / Carolina Neves
- Idade:** 19 ✓
- Curso:** Gestão ✓
- Universidade:** Universidade Nova de Lisboa ✓
- Último ano em que obteve este benefício:** 2014 ✓
- Ano lectivo a que se candidata:** 2 ✓
- ECTS realizados no ano anterior:** 60 ✓

A red dashed line points from the text on the left to the 'Idade' and 'Curso' fields. A hand cursor is shown over the '60' value in the 'ECTS realizados no ano anterior' field.



The application to the request is made in three sequential parts, which will be automatically validated. If anything is not valid, it will unable the client to proceed

Example for  
Tuition Fees

Portal Geral - Miguel Neves - Windows Internet Explorer

ZEN BANK

Preferências Idiomas Português

Pesquisar

Ficha Pessoal Benefícios Notificações Histórico de Pedidos

Cartão ###

Certificados

Declarações

Horário de Trabalho Diferenciado

Isenção de Horário de Trabalho

Passes Sociais

Propinas

Telemóveis

Viaturas

**Propinas**

VME: Válido ✓

Filho(s): Ana Neves  Carolina Neves

Idade: 19 ✓

Curso: Gestão ✓

Universidade: Universidade Nova de Lisboa ✓

Último ano em que obteve este benefício: 2014 ✓

Ano lectivo a que se candidata: 2 ✓

ECTS realizados no ano anterior: 60 ✓

Forma de pagamento desejada:

Processamento salarial  Ticket Educação

Por favor anexe o certificado curricular que comprove o montante de créditos totais obtidos no ano anterior:

Certificado Curricular  Carregar documento

Comprovativo Matricula  Carregar documento

The client has the option to choose the type of payment he prefers

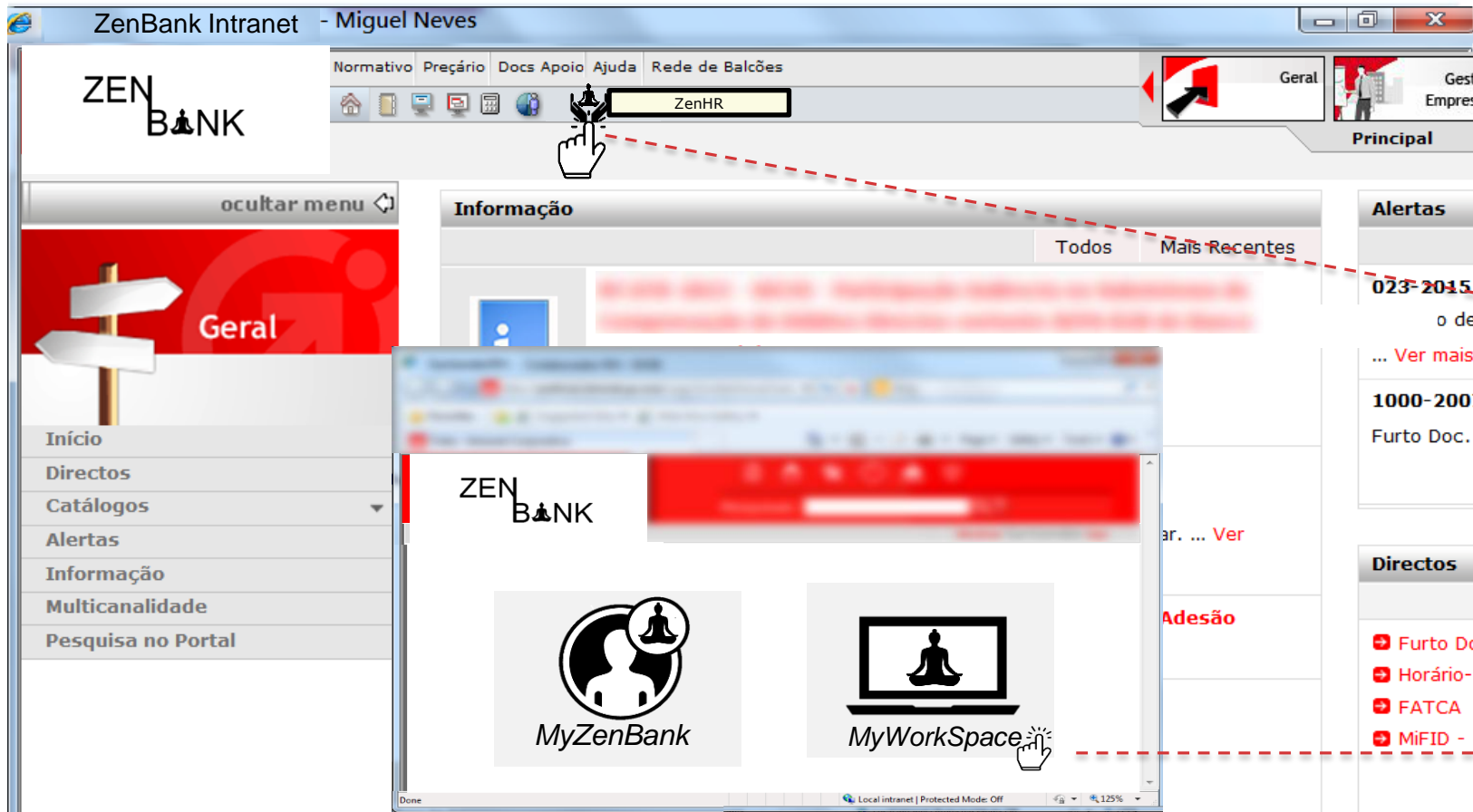
So as to clarify the client, he will have some examples of documents, that are supposed to be uploaded here, available

At the end, the client has to attach the transcript of records of the last year



OBD' employees will have access to both perspectives of ZenHR: MyZenBank, that refers to their personal area and MyWorkSpace as the working tool

### Example of ZenHR – MyWorkSpace



Employees will have access to ZenHR in both perspectives: his personal area as a client of the HR department and member of the bank (MyZenBank), and the other as a working tool (MyWorkSpace)

Hence, the employee has to select MyWorkSpace to use the app as a working tool



It is through MyWorkSpace that the employee will have access to all requests and will be able to work on them. Moreover, they will have access to a database with a 360° view of each client

**ZEN BANK**

referências Idiomas Português

Pesquisar

My job, my daily routine.  
My work space!

Caixa de Entrada

Base de Dados

Pesquisar

Pesquisa Avançada

Categoria de Pedido	Pedido	Categoria do Remetente	Número de Empregado	Data	Status
Propinas	Atribuição do benefício	Colaborador (Cliente)	089674	23-11-2015	Por ler
Telemóveis	Alteração de Plafond	Departamento GRH	132435	09-11-2015	Em aberto
HT Diferenciado	Alteração do balcão	Director de Balcão	354657	02-11-2015	Em aberto
Passes Sociais	Atribuição do benefício	Colaborador (Cliente)	142649	07-11-2015	Fechado
Telemóveis	Alteração de plafond	Departamento GRH	112435	05-11-2015	Fechado
HT Diferenciado	Alteração do balcão	Director de Balcão	013849	03-11-2015	Fechado
Viaturas	Atribuição	Departamento GRH	998273	02-11-2015	Fechado

Página 1 de 112  
Página Seguinte >>

Example of  
ZenHR –  
MyWorkSpace

In this tab, the employee will see all the requests starting from “To be read”, followed by “Open” and finally “Closed”

A database containing information about all the bank’s employees can be found here. A 360° view of each client is also available

The employee can do free search through the requests but also has the option of narrowed search

An alert sign will pop up everytime a request is not answered in due time



When a new request is opened, the information filled in by the client and the submitted documents will appear and must be validated by the employee to be forwarded to the Captain for a final validation

The screenshot shows a web browser window with the ZenHR - MyWorkSpace interface. The page title is 'Portal Geral - Miguel Neves - Windows Internet Explorer'. The ZenBANK logo is in the top left, and a search bar labeled 'Pesquisar' is in the top right. Below the header are two main navigation buttons: 'Caixa de Entrada' (Inbox) and 'Base de Dados' (Database). The main content area is titled 'Pedido no âmbito de Propinas' (Request in the scope of Propinas) and contains the following information:

**Informação do Colaborador**  
 Colaborador a efectuar o pedido: **Miguel Neves**  
 Filho seleccionado : **Ana Neves**  
 Forma de Pagamento: **Process.Salarial**

**Informação Curricular do(a) filho(a)**  
 Universidade: **Universidade Nova de Lisboa**  
 Ano lectivo a que se candidata: **2** ✓  
 Último ano em que obteve este benefício: **2014** ✓

**Documentação**

On the right side of the form, there are several status indicators:  
 VME: Válido  
 Idade: 19 ✓ ✓  
 Curso: **Gestão**  
 ECTS realizados no ano anterior: **60** ✓

At the bottom right, there are three buttons: 'Documentação Incompleta', 'Documentação Inválida', and 'Validar'. A hand cursor is pointing at the 'Validar' button.

Example of  
ZenHR –  
MyWorkSpace

All the relevant information regarding the client's application will appear here

The employee will be able to open the documents uploaded by the client to validate all the information

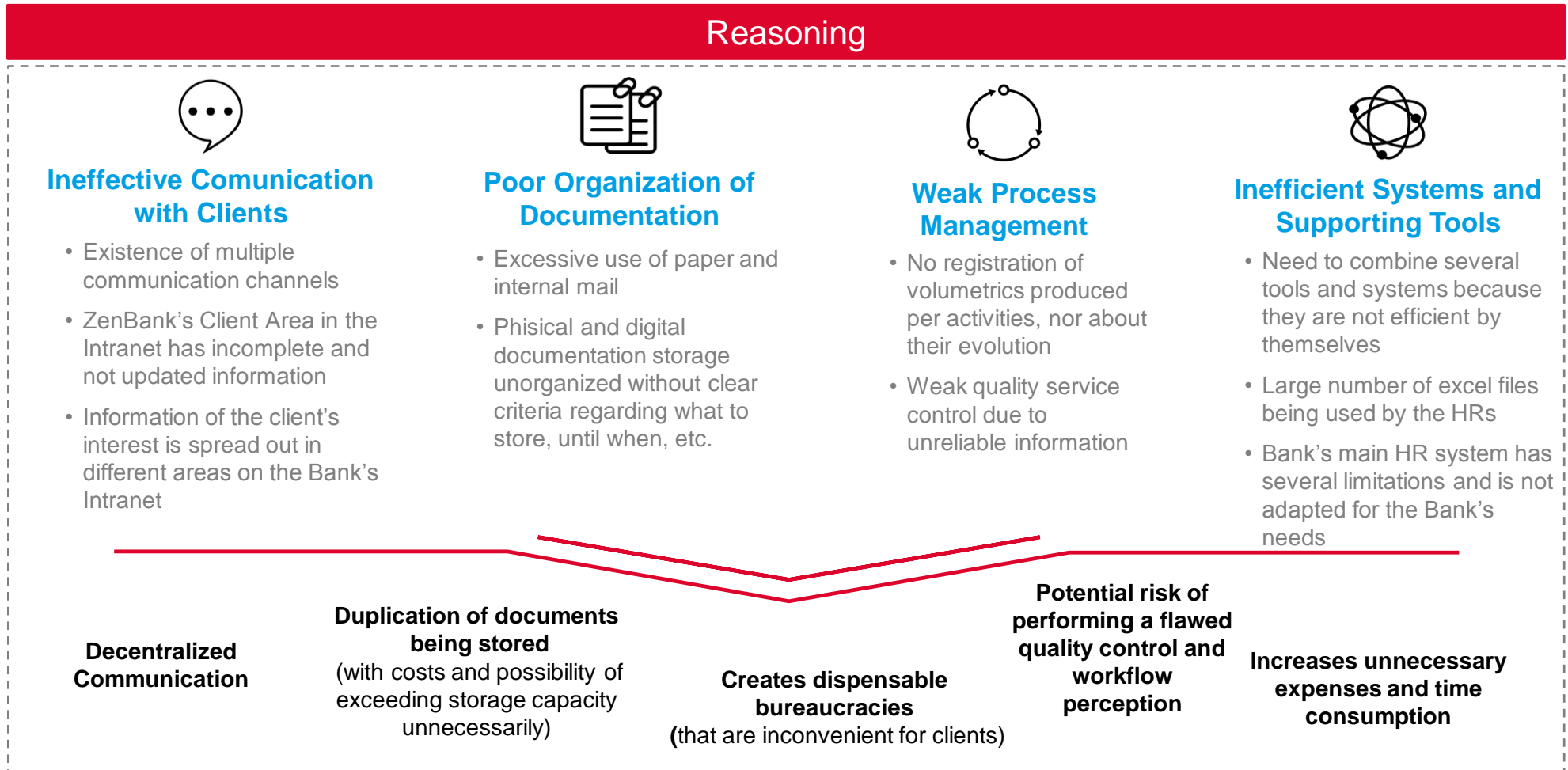
In case the documentation is invalid or incomplete, the employee has just to click one of these buttons and the app will automatically notify the client

If everything is correct and validated, the employee only has to click here to forward this request to the pilot for final validation



The reasoning behind the suggestion of creating ZenHR is due to several problems identified during the diagnosis

## ZenHR



The conceptualization of *ZenHR* was based on trends and practices in the banking industry and HR departments and on the employees' major needs identified during interviews and DILO

## ZenHR

### Methodology



#### Literature review about trends and practices

##### Banking Trends<sup>1</sup>

- Observed a tendency in the Bank's industry of automating the Banks' back office
- Research indicates that there is a significant amount of opportunities of enhancing processes' efficiency through IT systems

*"This high degree of manual processing is costly and slow, and it can lead to inconsistent results and a high error rate. IT offers solutions that can rescue these back-office procedures from needless expense and errors."*

- Some of the challenges that Banks might face in order to improve their processes through automation are
  - Lack of time in their IT department's agenda
  - Weak deep knowledge about processes

##### HR Trends<sup>2</sup>

- Identified that Digital is transforming how HR employees perform their work
- Being on track of the changing business world and being able to adapt to it through digital ways will lead companies to outperform their competition



#### Syndication with Employees

##### Interviews

- Performed several interviews with the processes' responsables and supervisors
- Assessed employees' main difficulties felt while executing their activities
  - Working tools limitations
  - Bank's data management and database system poorly responds to the department's needs
  - Excessive manuality in each activity leading to a high operational risk and exposure to a high rate of error

##### DILO

- Confirmed the limitations and inefficiencies identified by employees
- Identified other limitations and weaknesses of the working tools and procedures

**References:** (1) Dias, J. (2012). *Automating the bank's back office*, McKinsey Article; (2) Accenture Strategy (2015) *"The Future of HR: A Radically Different Proposition"*

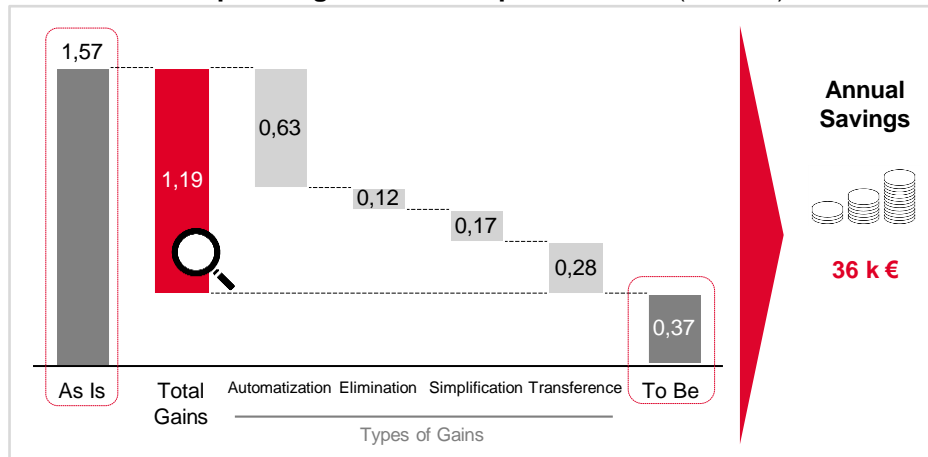




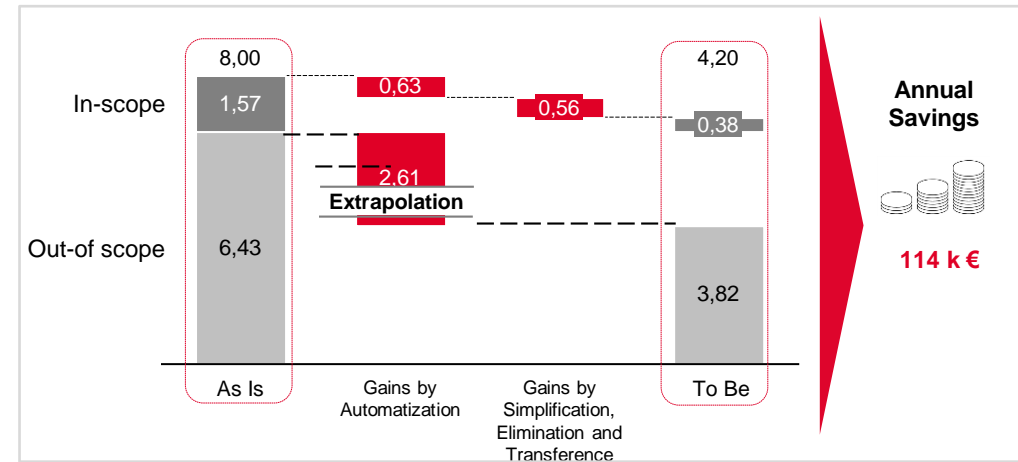
By extrapolizing the gains of automation achieved in-scope to the rest of the processes, we verified a potential gain of 2.61 FTEs in out-scope processes, therefore estimating a total gain of 3.80 FTEs

## Impact Analysis

Impact of gains in In-scope Processes (in FTEs)



Impact with extrapolation of gains by automation (in FTEs)



## Methodology

We performed an impact analysis based on:

- **Perception of time consumption per HR:** given by themselves and the department manager. However, as there was a significant discrepancy we considered the employees' perception as required by the client
- **The average annual FTE cost of 30K €:** an input given by the Client
- **Execution Time:** obtained through DILO and interviews

(Gains per each Process in Appendix 4)

## Limitations of Extrapolization

We **only considered the gains of automation**. As it is our client's common practice, we assumed that the rest of the processes have on average the same degree of manuality, thus they could benefit from the same percentage of automation gains.

However, **other gains were not considered** in this extrapolization as we cannot do any reasonable assumption regarding elimination, simplification or transference.

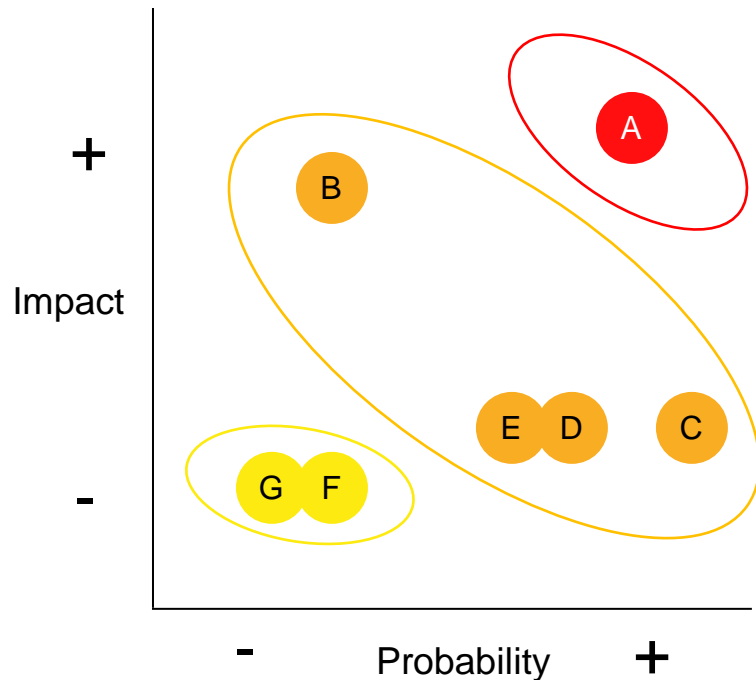
We believe that having the possibility of overvaluing the automation gains in the out-of scope processes, we are underestimating the potential gains of the three other sources. Therefore, we believe that the estimated results are reasonable.



There are risks inherent to the proposed solutions which might affect the performance of our process improvement plan. An evaluation of the impact and probability associated with each one was conducted

## Risks and Mitigation Plan

### Relevance Level



### Risk description

- A** Adaptation of employees to the proposed organizational model

---

- B** Loss of information during the transition phase (past and personalized information...)

---

- C** The service automation could lead to less flexibility

---

- D** The interaction with some retirees could not be fully normalized

---

- E** More impersonal communication between the OBD and clients

---

- F** The integration of external files implies a system upgrade everytime their layout changes

---

- G** Pipeline calls may cause a temporary increase of the number of calls directed to the Captain

---




For each identified risk a mitigation action was planned in order to reduce the impact and the probability of each one happening and negatively affecting the performance of our proposed solutions

## Risks and Mitigation Plan

Risks	Mitigation Plan
<b>A</b> Adaptation	Employee training and creation of a business model implementation plan
<b>B</b> Loss of information during the transition phase	Keep the old databases during the transition phase (from the “As Is” to the “To Be”) and ensure that all the relevant information is updated in the new system
<b>C</b> Less flexibility	Have a “Talk to us” tool available at ZenHR, capable to answer to the employees questions (helpdesk) and accept their suggestions as well as create a front office to communicate with the OBD
<b>D</b> Communication with retirees	Give access to retirees to the ZenHR (in the long run we expect the use of technology to be more common; by now we should keep the post option available)
<b>E</b> More impersonal communication	“Talk to us” tool available at ZenHR as well as the existence of a OBD front office
<b>F</b> Update of external files	The area/department that will manage the data present in the system will also be responsible for doing all the needed upgrades
<b>G</b> Pipeline calls	Introduce a call back tool



The next steps concern the implementation of the proposed solutions. An 8 month period was estimated to go through each stage of the Processes' improvement plan for all the remaining processes

## Roadmap

### Implementation stages



### Timescale



### Tasks to be performed

- Survey existing Processes
- Obtain metrics
- Draw maps
- Validate
- Check impact values
- Obtain a consensus between all the stakeholders
- Get administration approval
- Receive IT advice
- Clarify the desired features
- Explain the all the decision criteria
- Deliver all the necessary data
- Monitor the project development
- Pick a Process to test
- Test the operation of the app
- Provide on-the-job trainings to the team (with na informatic developer)
- Test the app with several employees' requests
- Choose other Processes to test
- Define which historical data needs to be transferred
- Transfer all the data
- Develop a communication campaign
- List instructions and guidelines
- Communicate to all the Bank's community the existence of a new application



# *Stream Yang*

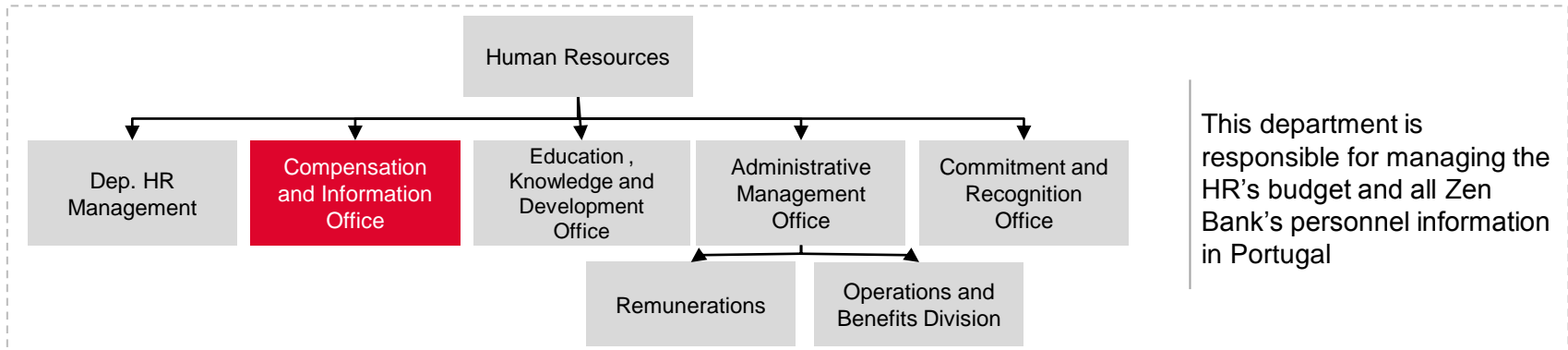
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The Stream yang aims to rationalize the informational systems' integration in 1 out of 5 processes in the Information and Compensation Office

## The Challenge: scope and objectives

### Department



### Objective

Rationalize informational systems integration and increase office's efficiency

### Scope

Employees' time allocation

There are 5 processes, which represent 98% of the office's workload.

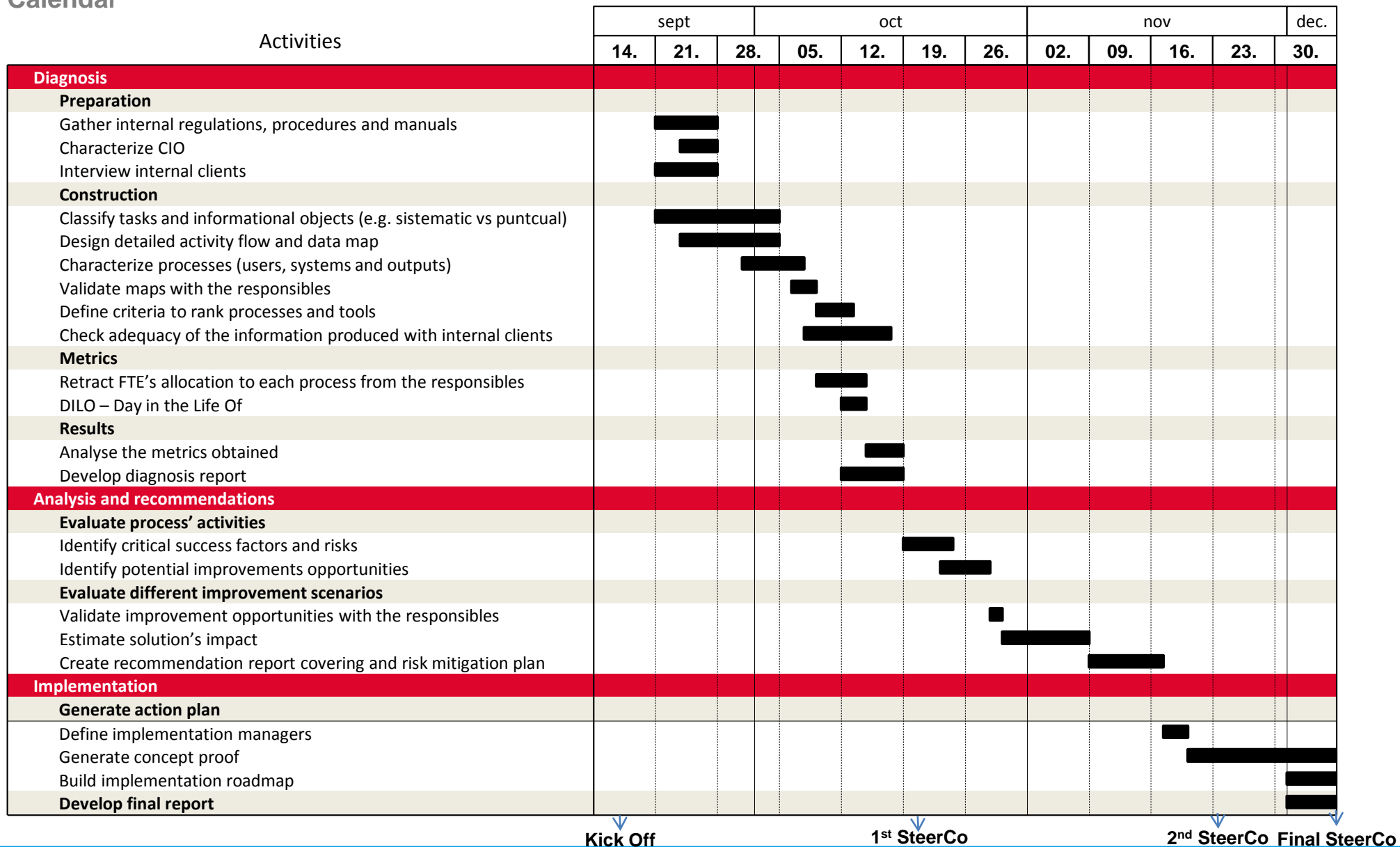
They involve 1,96 FTE's and are assigned to 2 employees.

Stream Yang will focus on the major process, which is Staff Board & Monthly Dynamic, that represents 0,87 FTEs

Processes	HR1	HR2	Total FTEs
1. Staff Board & Monthly Dynamic	73%	14%	0,87
2. Reconciliations	11%	0%	0,11
3. Annual Budget	9%	22%	0,31
4. Annual Estimate	5%	30%	0,35
5. General HR Costs Control	3%	32%	0,35
6. Others	0%	2%	0,02



# Calendar



Kick Off

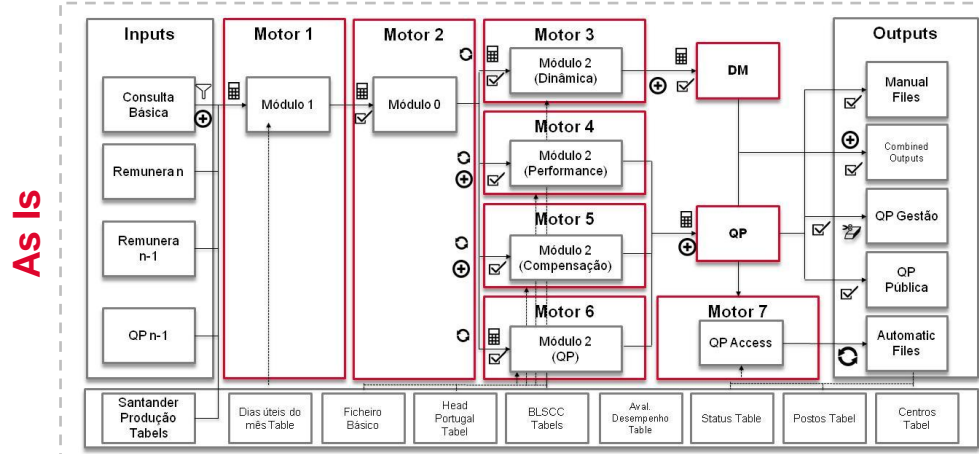
1<sup>st</sup> SteerCo

2<sup>nd</sup> SteerCo Final SteerCo



Two main recommendations allowed us to transform the “As is” situation into the “To be” situation, generating gains of 0.7 FTEs

Executive Summary



- Several different motors
- Complex workflow
- Scattered set of parameters
- Denormalized communications with the client
- Frequent interruptions
- Substantial operational risks
- Insufficient periodicity of the outputs
- High manual dependence
- Time consuming process

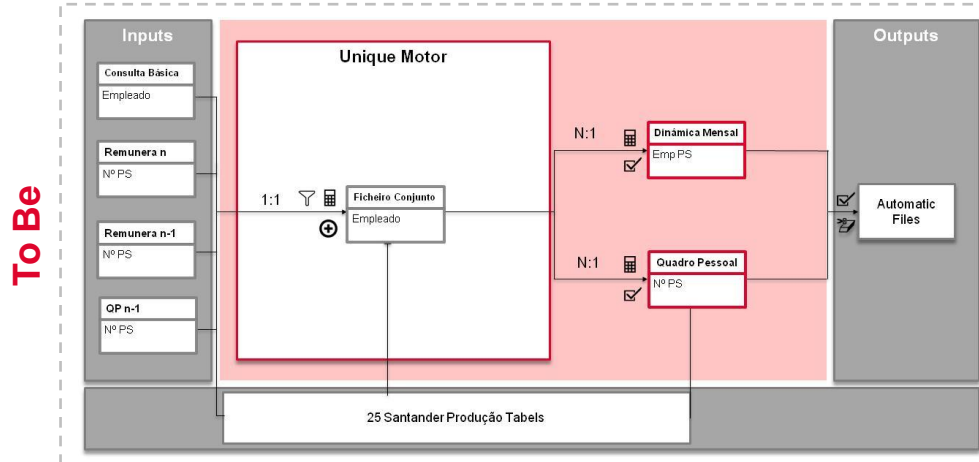
FTEs Gains



0,70  
(out of 0,87 FTE's)

RECOMMENDATIONS

→ Communicational Model + Unique Motor



- Unique Motor
- Simple and intuitive workflow
- Reduced and organized set of parameters
- Single computing tool
- Single communication channel with the clients
- Minimum operational risk
- Increased periodicity if needed
- Automatic
- Prompt and effective process

Savings



24 k €





An effective communication can enhance a company's productivity, by decreasing interruptions and miscomprehensions

Literature Review: The importance of effective communication

### Effective Communication

*"Communication - the human connection - is the key to personal and career success" <sup>1</sup>*

Communication promotes motivation by informing and clarifying the employees regarding the task they need to perform, and how they can improve their performance. As such, it is important to use the communication channels efficiently. To use a single point of communication removes the ambiguity over whom to contact when a need arises and promotes clear communication, which can help customers manage their expectations about the issue addressed.

Every time someone is working and is interrupted, there are switching costs associated with the change in the focus from the task that was being performed to the new one. Once a single point of contact eliminates these interruptions, it will also guarantee more efficiency to the responsible.<sup>2</sup>



A normalized way of communication, will enhance responsible's efficiency and avoid interruptions. It will also allow to prioritize the requests, clarifying customers' expectations

**References:** (1) Meyer, J. P.(2011) Baylor University Media Communications Conference; (2) Spafford, G. (2006). *The Benefits of a Single Point of Contact*



The first solution proposed satisfies the need for an exclusive and clear communication channel with no extra costs, low implementation barriers

## Communicational Model

### Description



The new communication model consists in **one single communication channel** to be used between clients and the responsible.

The **e-mail channel** was the chosen channel mainly because it does not require the bank to incur in any extra cost. The tool chosen for this is **Microsoft Outlook**, because it is currently being used by all ZenBank's employees.

#### Main Benefits

- No extra costs involved
- Diminishes interruptions
- Enables to access historical data and past requests
- Precise information of the request

### Reasoning

This solution is claimed by two identifiable constraints of the total five present in appendix 8:



**Individual work planning**



**Ineffective Communication with Clients**

Such challenges create interruptions to the employee's work and consequently:

- **Decrease the effectiveness** of the service since the majority of the tasks are very demanding in concentration and focus
- **Lead to misunderstandings** once the responsible cannot access the request afterwards, to recall the needs of the clients
- **Do not allow the existence of a detailed record** of the requests, disabling its track and consequently the analysis of the solicitation's flow
- **Preclude the ranking of orders** by level of importance, which generates disorder and delays in urgent appeals

Summarizing, they reduce the efficiency of the department and increase the propensity for errors and delays.



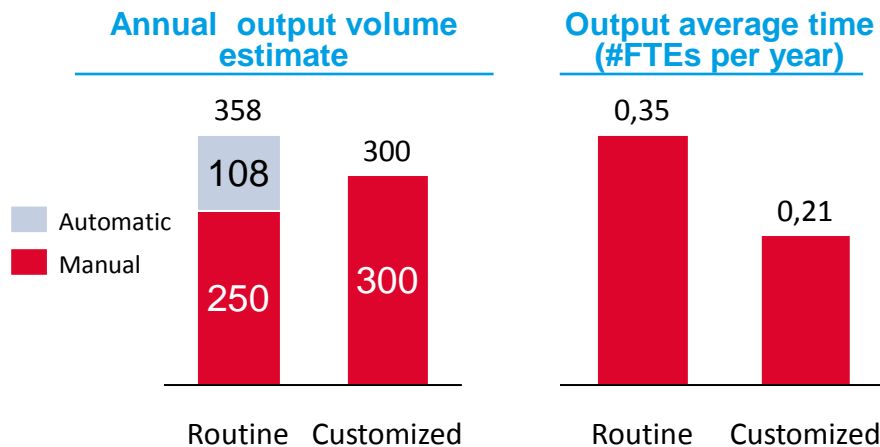
Through continuous syndication with the client, we were able to assess the weight of each type of output, as well as its time consumption

## Communication Model

### Methodology

#### Consumption of FTEs

To achieve any conclusions, we **analysed the consumption of FTEs** for both routine and customized outputs mainly by assessing the perception of the responsables of this process, but also by performing a DILO (Day in the life of). In addition, to understand the weight of each type of output, we performed an **estimation of the total volume of outputs delivered annually**.



#### DILO

Furthermore, while undertaking the DILO, we assisted how the requests were made, which were mostly by phone, leading to **consecutive interruptions** to the tasks developed at that time.

However only the customized outputs require frequent internal communication between different areas, leading to an evaluation of the channels used as well as an identification of the existing barriers.

The channels were evaluated in terms of **capacity, duplication, immediacy and richness** while the barriers assessed consisted in **distraction and misapprehension**.

To conclude our research we gathered some recommended guidelines in order to successfully implement our solution: recognize privacy issues; keep messages clear, simple and short; personalize your email as appropriate; be considerate; manage your email with folders and filters.



The increasing importance of data management in the current technological scenario is unquestionable, hence it is crucial to optimize the HR Department's data management

## Literature Review: The importance of data management

### Analytical Tools

*"Information is the oil of the 21<sup>st</sup> century, and analytics is the combustion engine."*<sup>1</sup>

Nowadays, organizations have more data than they can effectively use, once new technologies are able to collect more data than ever before. However, the challenge is how companies can obtain added value from their collected information.

The utilization of a more robust tool to generate information regarding human resources can work as a competitive advantage for ZenBank, once *"organizations that strongly agreed that the use of business information and analytics differentiates them within their industry were twice as likely to be top performers as lower performers"*<sup>2</sup>. This new solution will allow ZenBank not only to better analyze their data, but also to generate more reliable information, once this tool guarantees the quality of the generated data.

### Big Data Proliferation

*"There were 5 Exabytes of information created between the dawn of civilization through 2003, but that much information is now created every 2 days."*<sup>3</sup>

Once data volumes are approximately doubling each year, it is imperative to guarantee that the data analysis tools have kept pace with the company's ability to capture, process and store data.

In fact, in ZenBank, the employees' database is increasing every year, not only due to the expansion policies of the Bank, but also owing to historical records that should always be stored.

It is crucial that Zen Bank guarantees the most reliable information to its employees, hence it is necessary to guarantee that data management is done in the most efficient way with the most adequate tool

**References:** (1) Sondergaard,P. (2011) *Gartner Symposium /ITxpo* ; (2) LaValle, S.; Lesser, E.; Shockley, R.; Hopkins, S. M.; Kruschwitz, N. (2011). *Big Data, Analytics and the Path From Insights to Value* ; (3) Schmidt, E. (2010) *Techonomy conference*



The second solution consists in one single and robust motor that increases the office's efficiency and reduces the operational risk

### A Unique Motor

#### Description



The unique model concept consists in a **single and more advanced platform** (SAS) that provides the user a **more efficient** and **effective tool** when compared with the existing devices. This instrument requires specific knowledge to set it up and to adapt it, but afterwards it represents the most efficient solution, replacing the usage of the Microsoft Excel and Access software.

The SAS product chosen is the **Enterprise Guide**, once it is already in use within the bank, resulting in a smaller marginal cost incurred with the extended licence, as well as a solid background and knowledge of the tool itself from the current users.

According to estimates based on previous projects, as well as on preliminary tests, it was possible to assess that there will be a **reduction of 80% in the total consumption of FTEs**, which more than compensates the extra costs incurred, as we will demonstrate further.

#### Main Benefits

- Higher processing capacity;
- Less manual intervention;
- Further reliability;
- More user friendly.



This solution will overcome problems identified in the diagnosis phase, namely the poor organization of documentation, weak process management and the inefficient systems and supporting tools

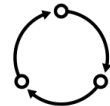
## A Unique Motor

### Reasoning (1/2)

The solution provided comes from the identification of the three main remaining constraints in the old model, demonstrated in appendix 8, which were obtained through a detailed analyses of the processes, as well as from the retraction of the users criticisms and complaints:



**Poor Organization of Documentation**



**Weak Process Management**



**Inefficient Systems and Supporting Tools**



**Poor Organization of Documentation**

The first constraint is a result of the obstruction that operating with **different softwares** creates. By using Excel and Access, the data remains dispersed leading to formatting incongruities and additional manual work, which are a consequence of the several different files produced.

In addition, it was assessed that there is **not a clear and complete instructions manual** to enable other employees, beside the current one, to perform the process. This fact increases the operational risk of the entire bank, since this is a very sensitive subject such as the personnel's information, including remunerations, performance evaluations and historical data.

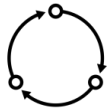
With the projected solution the required steps and its complexity are severally decreased, once the monthly manual modifications decreases and the multiple motors are replaced by only one.



Two of the main changing motives focus on the features that the technological system should contain as well as on how the manual dependence must be reduced

## A Unique Motor

### Reasoning (2/2)



#### Weak Process Management

Adding to the first constraint, we concluded that the model in use requires a **very high level of manual work** and is excessively dependent on human expertise, which leads to the existence of multiple small errors that skew the final results and reduce its informational reliability.

Moreover, a **deficiency in the supervision** of the values obtained was identified throughout the process, which is a direct consequence of the manual nature of the task. To solve this constraint, we add the ability for perform checkpoints to the requirements of the future software, which is present in the SAS platform.



#### Inefficient Systems and Supporting Tools

Finally, we evaluated the capacity of the different supporting systems, as well as how they link with each other as we can observe in appendix 9. The entire process requires three different sourcing systems that are not managed by the Portuguese operation, leading to a **low autonomy** to modify and adapt into a more efficient model.

Furthermore, there was **low processing capacity** from the current tools used, which did not satisfied the needs of this task, culminating in a fractured structure, which increased the propensity to errors and, once more, the dispersion of the information. This fragmentation slows up the process and generates outdated information, since it can not keep up the fast evolution of the employees status.



Given the scope and duration of the project, there was the need to rank the six different processes of this office in order to spotlight those with higher improvement and impact potential

## A Unique Motor

### Methodology

The Compensation and Information Office is responsible for the following processes:



**Staff Board and  
Monthly Dynamic**



**Reconciliations**



**Annual  
Budget**



**Annual  
Estimate**



**General HR Costs  
Control**



**Others**

**Mapping department's processes** and **gathering the processes time allocation** table was required, in order to understand and analyse which processes were highly affecting the department's efficiency. This analysis can be observed in appendix 10, 11 and 12.

To understand and to map department's processes was feasible through several meetings with the responsible of each process, where it was possible to comprehend, in detail, every step of each process, as well as which tools and responsibilities were needed in the different activities. The DILO (Day in Life of) allowed us to observe and measure the tasks performed in the different processes, along with the possibility of comparing the measures performed during the DILO with the responsible's perception.

According to the final time allocation table the **Staff Board** and **Monthly Dynamic** process requires **0,87 out of 2 FTE's**.

This analysis proved the considerable complexity of the Staff Board and Monthly Dynamic process.





To deeply understand the complexity of the chosen process, as well as its potential gains it was performed a listing of all the relevant data incorporated in the files

## A Unique Motor


### Methodology (1/5) – Data Listings

**Listing all files** – referring to parameters, inputs, processes and outputs – was necessary to analyse and evaluate properly the complexity and operation involved in the Staff Board and Monthly Dynamic process. As such, it was required to collect all the files used in this activity – over 50 files present in appendix 13 and 14. Due to confidentiality issues, these files contained fictitious information.

Following the aforementioned listing, it was possible to compare the fields between files, in order to confer the fields that were being used in more than one file, due to processing constraints of the current tools in this office. There were several redundant fields, which were being used in more than one file, but also overloading some files.

#### Findings

 x51  
Files

 x148  
Worksheets

 x334  
Boards

 x4066  
Parameters

As such, there was the need to change the current structure of the process, in order to provide one less complex framework, and also to process this big amount of data through one single tool, which could process larger volumes of information.



To improve our perception of the outputs' utility to the final client, surveys have been conducted, pointing us to the extreme importance of the routinized outputs

## A Unique Motor

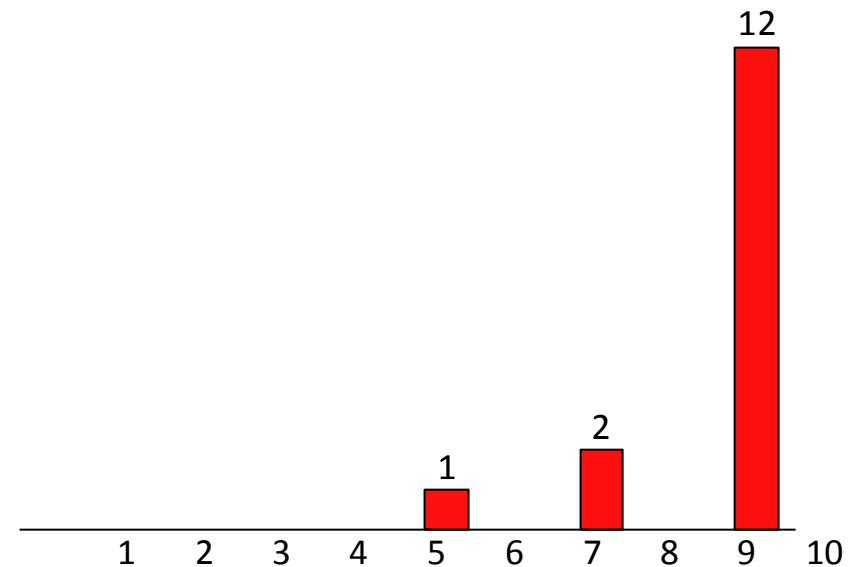
### Methodology (2/5) – Surveys

In order to identify and contact the recipients of the routinized outputs, a meeting with the responsible of this information was managed, resulting in the list of all recipients of this information – evident in appendix 15

Two surveys were conducted, aiming to evaluate the adequacy and importance of the routinized information sent by the Compensation and Information Department. The totality of the respondents affirmed **the information was adequate, in its frequency, format and content** – appendix 16.

Regarding the importance given to received information, although three respondents have not assigned the maximum value to the importance of the reports, **the totality of respondents consider this information as indispensable** to perform their tasks.

#### Importance given to received information (# recipients)



Aiming to satisfy the identified needs, three scenarios were developed, with different characteristics and requirements

## A Unique Motor

### Methodology (3/5) – Scenarios



This scenario implies several structural changes, resulting in the **automation of the process** and outputs generation, with a significant **increase in processing capacity** and **system agility**.

Once there is the need to redesign the current process, the implementation process is more complex and slower.

There is also the need to train the responsible for this process, in order to develop the required know-how to use this software.



Convert the entire process to **MS Access**, requiring small structural changes.

Although there is already the know-how regarding this tool, **the implementation process would be slow**, due to limitation of the tool, relative to reliability and historical information storage.

The large volume of data in the Staff Board and Monthly Dynamic process would be an issue, due to the **limited processing capacity** of the aforementioned tool.



Preserve the current structure, in **MS Excel**, with little structural changes, related to the removal of unused and redundant fields.

Once this scenario do **not imply significant changes** in the current structure, the implementation process would be considerable quick.




Following the current procedure, more routinized outputs would be automated, although the **marginal gains would be quite reduced**



After a thorough evaluation we concluded that SAS software is the most complete tool, when compared with the other two possibilities

## A Unique Motor

### Methodology (4/5) – Scenarios' Features

Category	Requirements	 Excel/Access	 Access	 SAS
<b>Files Organization</b>	Clean unused columns	◐	●	●
	Join/Normalize parameters tables	◐	◐	●
	Standardize fields names	◐	●	●
	Simplify structure in order to have an unique motor	○	◐	●
<b>Information Quality</b>	Creation of control points during the process	◐	◐	●
<b>Outputs Management</b>	Automate routinized files	●	●	●
	Automatic files send to recipients	◐	◐	●
	Menu creation for separate outputs	◐	◐	●
	Save separate outputs' queries	◐	●	●
<b>Tool Requirements</b>	Large volume of data processing	◐	◐	●
	Tool availability in the Information and Compensation Division	●	●	●
	Warranty of data integration	◐	◐	●
	Tool Know-how in the Division	●	●	◐

Sources: Team analysis, client feedback



In order to estimate the potential gains of the chosen tool we performed a concept proof, which consisted in a simulation with SAS of a less complex staff board

## A Unique Motor

### Methodology (5/5) – Concept Proof



Reason



Methodology



Results

Towards the test of the proposed methodology for the new process and to have an enhanced perception of the efficiency gains, it was necessary to perform a concept proof.

In order to be able to build the **concept proof**, it was necessary to schedule several meetings with both the Staff Board and Monthly Dynamic process responsible and with the responsible to draw the new process using SAS. The first step in these meetings was to **insert all the inputs in the new system**, by adjusting the format, like fields' types in order to be readable by the new system.

Once all the routinized outputs are generate based on Staff Board and Monthly Dynamic files, the chosen procedure was to **check, one by one, each field** of these final files. Then, the **links between the input files and these two final files were constructed**, having as filters the required formulas.

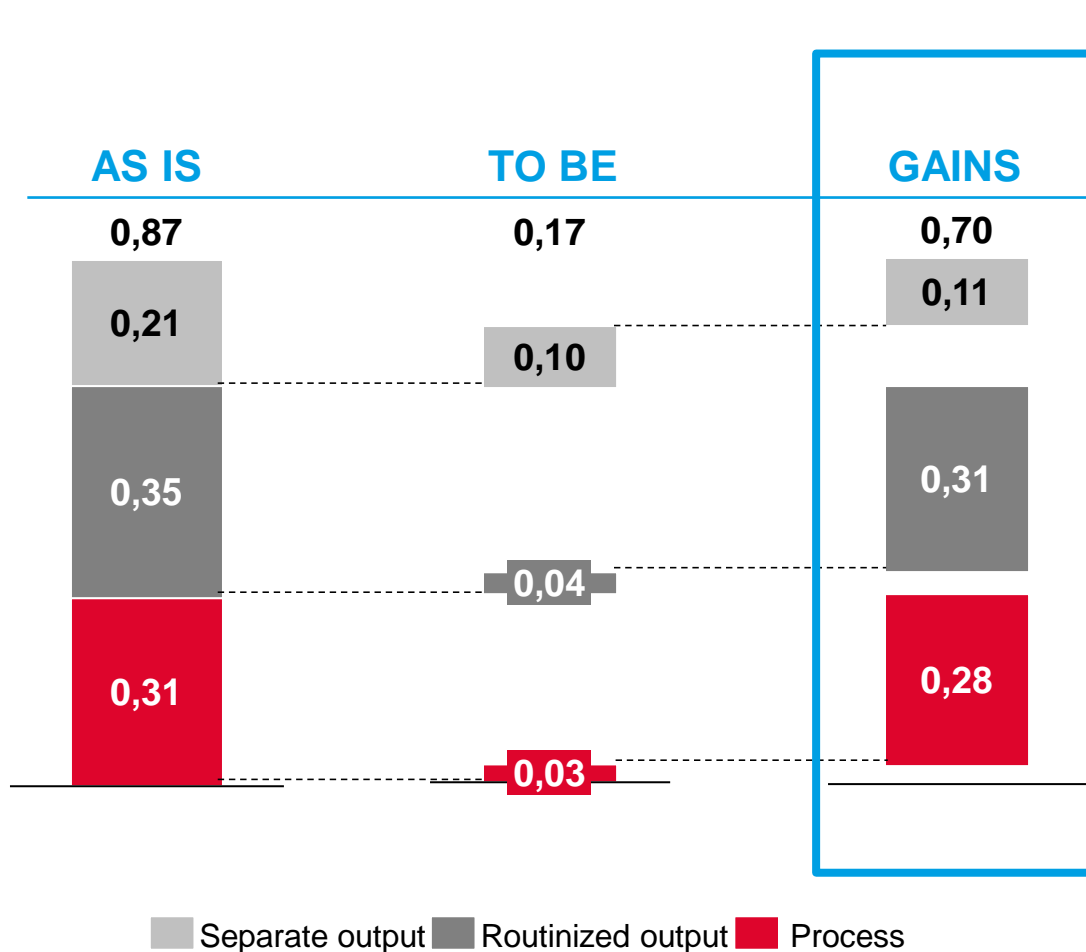
After the conclusion of these first step of the concept proof, it was required to proceed with the construction of all the routinized outputs.

The aforementioned process was extremely challenging, once the files had to be adapted to this new tool, revealing some issues regarding the application of the formulas.



As a result of the concept proof, it was evidenced that the total potential gains could ascend to 80% of the current time consumption

## Impact Analysis



## Annual Savings



24 k €

Our impact analysis was based on two main factors: **perception of time consumption per HR employee** and **average annual FTE cost**.

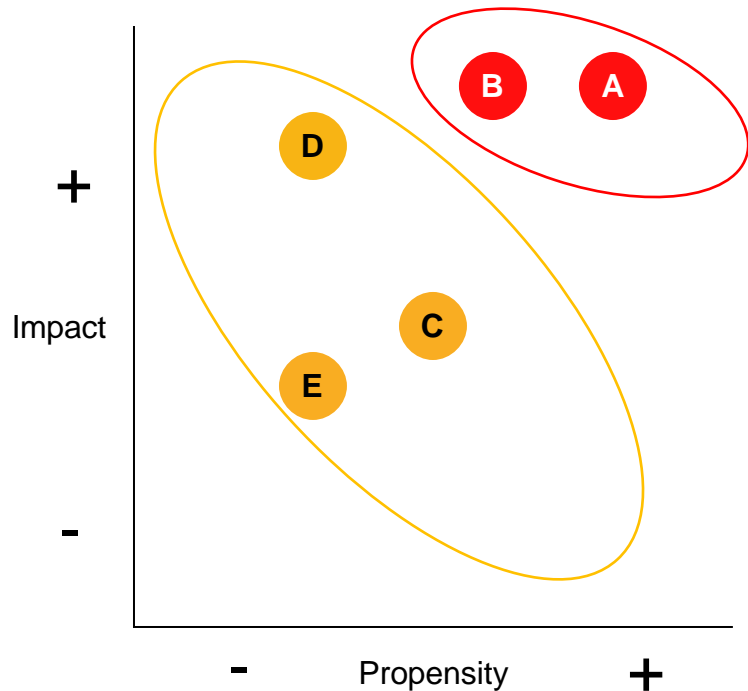
Given the values obtained from the concept proof, we were able to estimate gains of approximately **0,70** FTEs, decomposed in 0,11 related to separate outputs, 0,31 to routinized outputs and 0,28 regarding the process.

These savings correspond to a total reduction of **80%**, when compared with the current workload.



There are several issues that should be taken into consideration, during the transition process from the current situation to the proposed solution

## Risks and Mitigation Plan



### Description

- A** Ensure the integrity and coherence in the information management generated

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- B** Assure the delivery of the documents within the defined deadlines

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- C** Certify the possibility to access all historical information storage

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- D** Confirm the required know-how to use the new tool

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- E** Normalization of the separate requests circuit

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The risks were identified bearing in mind the mandatory factors to be guaranteed, in order to have accurate results. As such, it is important to measure the **propensity** and **impact** that any of these issues can have in the results of the process.

In order to ensure a valid classification of the different issues, we had a meeting with the responsible for the process, who defined which risks should be taken into consideration and how to rank them.



To cover the identified risks we developed a mitigation plan that reduces significantly the operational risk of the ZenBank

## Risks and Mitigation Plan

Risk Description	Mitigation Plan
<p><b>A</b> Ensure the integrity and coherence in the information management generated</p>	<p>Execute the new process simultaneously with the former process</p>
<p><b>B</b> Assure the delivery of the documents within the defined deadlines</p>	
<p><b>C</b> Certify the possibility to access all historical information storage</p>	<p>During the development of the new process, ensure that all the required historical information is loaded in the new system</p>
<p><b>D</b> Confirm the required know-how to use the new tool</p>	<p>Training on how to use SAS, through sharing experience and online information. Creation of a detailed procedures manual</p>
<p><b>E</b> Normalization of the separate requests circuit</p>	<p>Create an email box in order to develop a single communication channel with the internal and external clients</p>

The **simultaneous execution** between the new and former process is important once it allows the comparison of both results, making it possible to confirm the adequacy of the results using the new system. Once there is the potential need of accessing historical data information, it is important to **ensure the required information is loaded** in the new system.

**Creating a detailed procedures manual** addresses the importance of enabling the possibility to generate the routinized information even by those who are not familiar with the process, reducing the operational risk of the process. The creation of a specific email box is going to guarantee the existence of one single communication channel and a higher reliability level on the information produced by this office.





To conclude and schedule the development and implementation phases of our project, four steps were defined

## Roadmap

### Implementation process steps



### Schedule



### Tasks to perform

- Assessment of the desired features
- Parameterize required fields
- Develop routinized outputs
- Integrate information about parameters
- Execute the new process simultaneously with the former process
- Use real data
- Compare results of both the new and the former processes
- Generate and send routinized outputs
- Develop separate outputs
- Measure efficiency gains
- Define historical data to be transferred
- Integrate required historical data in the system
- Ensure compatibility between the new system and historical data
- Discontinuation of the current model
- Disclose new communication channel – via e-mail



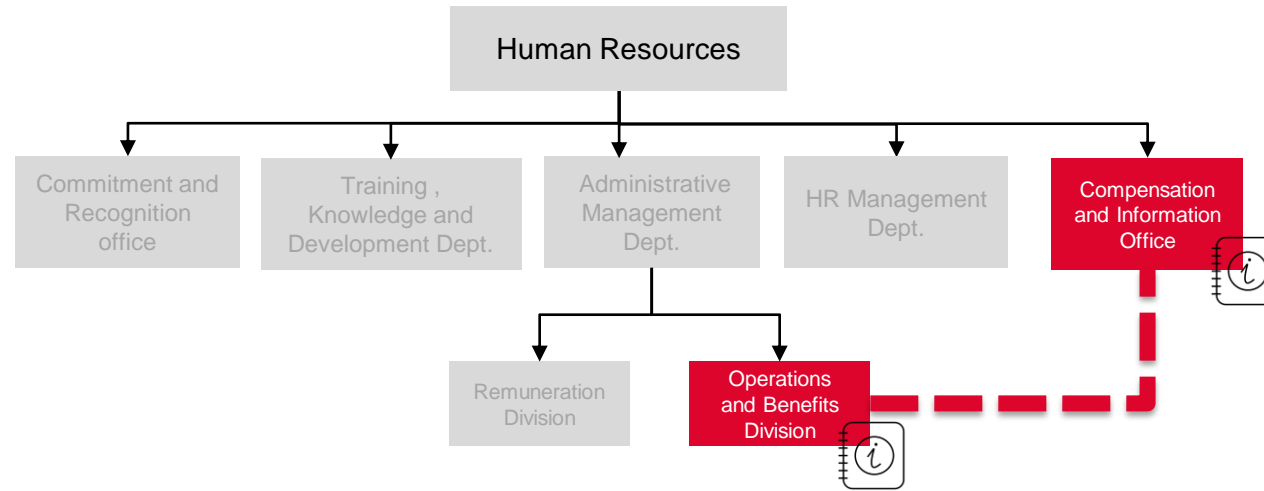
# *The Balanced Conclusion*

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The activities done by both stream lead us to conclude that there are benefits in centralizing the information management activities in a single division

The bridge



Balancing the final outcomes of both streams we reached the conclusion that some constraints were mutual and that it was possible to take advantage from centralizing the information management in one single entity.


The main benefits for the bank are the **reduction of duplicated files** leading to an increase in efficiency, **mitigation of the operational risk** since the reports would have only one source and finally **avail the economies of scale** of a single new tool, as suggested.

In sum, the information generated would become **more reliable** and the associated process would certainly be **more efficient**.



**Integrated Information Processing**

- Integrate*
- Rationalize*
- Ensure Quality*
- Optimize*

 - Information Management

The total gains obtained from this project represent an improvement of 51% in the current consumption of FTEs

### The bridge



- Following the solutions proposed in our project, the stream Yin will obtain an estimated efficiency gain of **3,80 FTEs** due to **automation, simplification, elimination and transference** of several tasks. This value results from an extrapolation for the total number of the division's processes (51) based on the results achieved while analyzing the 8 in-scope processes, as explained before.
- On the other hand it is estimated that the stream Yang will reduce their FTEs' consumption in **0,70 units** as a consequence of the **automation** of the process and also due to the increased **processing capacity**, which brings benefits to both systematic and ponctual requests
- Therefore, the efficiency and effectiveness gains as a whole ascend to **4,50 FTEs**

□ Stream Yin    ■ Stream Yang



This Consulting Lab was an amazing journey and every day was a rich learning experience to each one of us, which we perceive as a valuable gift

Lessons Learnt



**Syndication**  
with client

**Use their words**  
and expressions as  
much as possible

**Adapt language** and  
overcome trust barriers –  
create a relationship, try not  
to be perceived as rude or  
too direct

Top down ideas organization –  
often the client is ahead of what  
we are explaining, so it is useful  
to **start by the conclusion**

**Logistic aspects** may  
cause delays –  
adaptation is key

**Listen** what others  
have to say

Consulting PPTs have to  
**speak for themselves**,  
even without the physical  
presence of the consultant



Always meet **client requirements**

Save time for  
**validations**: several  
interactions are needed

**Real life banks**  
are a bit messy

**How to use powerpoint**  
it has so many features!!

**Communication is key!**  
Sometimes the way we sell our recommendations  
and the way we present our ideas and arguments  
is more important than the content itself.

*Comer o elefante às postas*  
The first time we show recommendations  
they are likely to face over-reactions;  
then, people's mind get open











Before starting the project, the group individually performed the *Belbin Test* in order to better acknowledge his team role

## Team Roles

The team acknowledged that each member has a different role and that **all roles are important**, as diversity leads to a more complex and solid team. Hence, as we did not know each other before the project, it was crucial to understand what would be each member's role in order to excel as a team. Moreover, by doing so, we would also be able to **identify our strengths** so that we could take the most out of them for our project.

For that purpose, we answered the questionnaire "*What's your role in a team*", inspired in "*Nobody's perfect, but a team can be*" from Belbin's Model, and shared with each other our results.

## Belbin Roles<sup>1</sup>

President	Team Worker	Prospector	Finisher	Strategist	Operational	Monitor	Intellectual
							
<ul style="list-style-type: none"> <li>✓ Coordinates the team</li> <li>✓ Identifies member's strengths and know-how</li> <li>✓ Defines the business agenda</li> </ul>	<ul style="list-style-type: none"> <li>✓ Promotes harmony within the team</li> <li>✓ Manages conflicts within the team</li> <li>✓ Works well with all types of people</li> </ul>	<ul style="list-style-type: none"> <li>✓ Is the team's PR</li> <li>✓ Collects the information</li> <li>✓ Practical oriented</li> <li>✓ Natural communicator</li> </ul>	<ul style="list-style-type: none"> <li>✓ Details oriented</li> <li>✓ Guarantees that there are no mistakes nor omissions</li> <li>✓ The person with more sense of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>✓ Structures and guarantees coherence among team's ideas</li> <li>✓ Natural leader</li> <li>✓ Put ideas in action through strategic objectives</li> </ul>	<ul style="list-style-type: none"> <li>✓ Great practical sense</li> <li>✓ Puts in practice team's ideas</li> <li>✓ Works in a methodical and efficient way</li> </ul>	<ul style="list-style-type: none"> <li>✓ Guarantees a certain standard of performance</li> <li>✓ Evaluates objectively ideas</li> <li>✓ Great analyst</li> </ul>	<ul style="list-style-type: none"> <li>✓ The team's brain</li> <li>✓ Consolidates ideas</li> <li>✓ Has a critical thinking</li> <li>✓ Provides creativity to the team</li> </ul>

References: (1) Casquinho, Constança (2013), *Team Dynamics: Belbin's Questionnaire With Key*, Nova School of Business and Economics

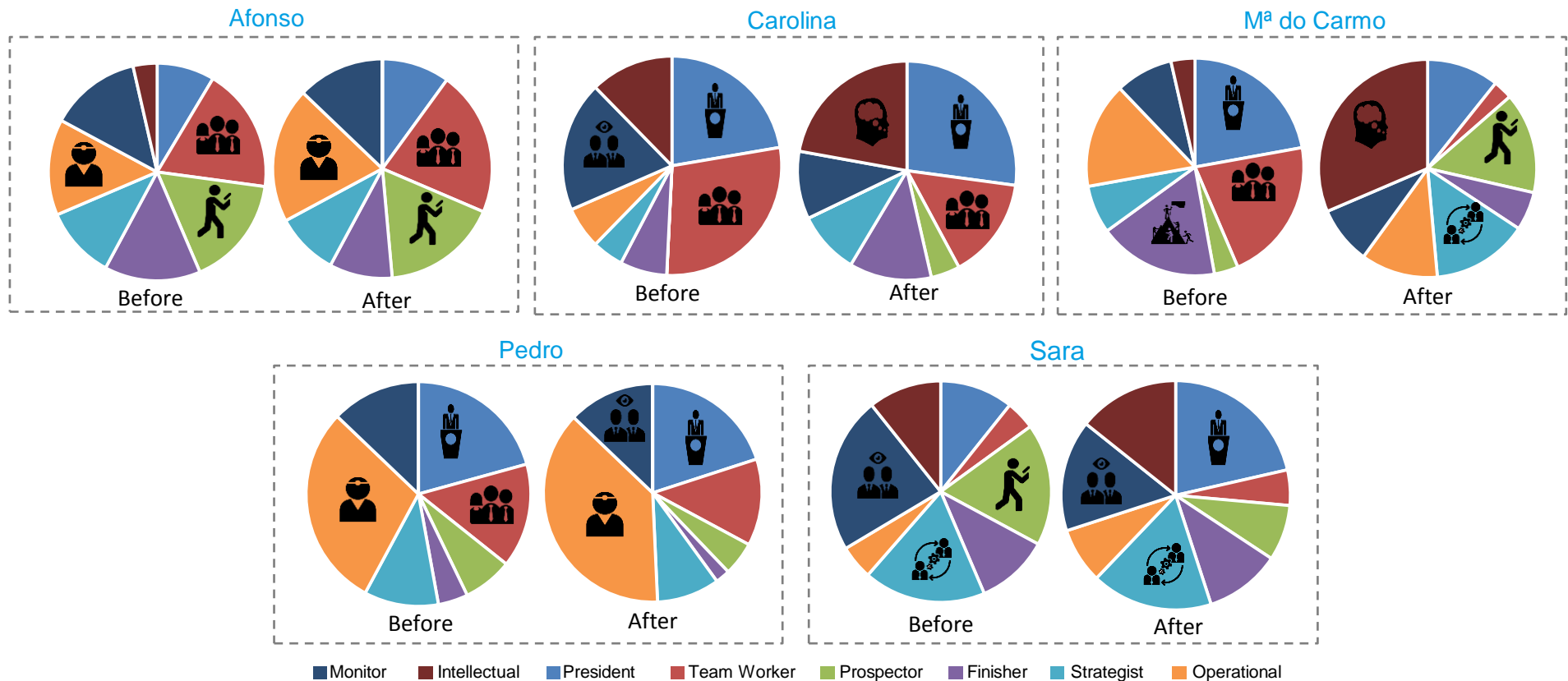


This test was taken again by each team member after the project and the perception of each team roles changed a lot! This can be clearly observed by the charts represented

### Belbin Roles Results

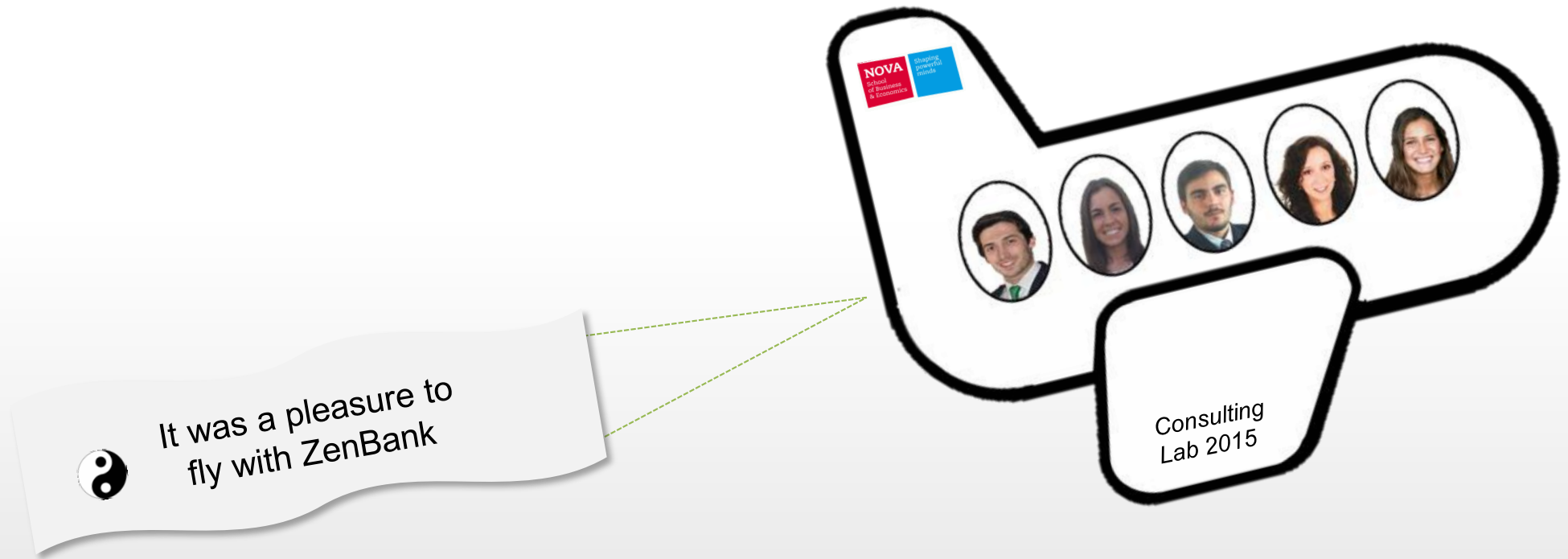
At the end of the project we answered the same questionnaire to see how our individual behaviour and our perception of what we thought being our role as a team member had changed. In fact, we verified that each member's result changed a little, which could be the result of our development through this valuable learning experience and also an increase of self awareness.

#### The comparison: before and after



■ Monitor ■ Intellectual ■ President ■ Team Worker ■ Prospector ■ Finisher ■ Strategist ■ Operational





**Thank you for your attention!!**





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*Yin & Yang*



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