

# Modernising HR service delivery

Ministry of Defence (MoD)



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**The plethora of projects Hedra, a Mouchel Group company, undertook for the PPPA prove the point that progress requires patience and may take many forms.**

## What was the challenge?

To modernise its delivery of HR services to 80,000-90,000 Ministry of Defence (MoD) civilians and their 15,000-20,000 military line managers, the MoD decided to expand the functions of its existing Pay and Personnel Agency (PPA) to create a shared service delivery organisation called the People, Pay and Pensions Agency (PPPA).

The organisational challenges that the PPPA faced included:

- reconfiguring its operational model to be able to deliver an extended range of services in an efficient and cost-effective manner
- putting in place effective interim solutions
- establishing the infrastructure and service platform required for full operational capability
- managing all the required change while maintaining ongoing service delivery.

Drawing on previous experience with the PPPA, knowledge of the organisation's operating environment and familiarity with shared service organisations, Hedra, a Mouchel Group company, consultants engaged with the PPPA across the organisation to help bring about its transformation.

## How did Hedra support the PPPA?

Hedra has supported the PPPA by contributing vision and focus to a portfolio of highly influential projects within its shared services development programme. Significant work to date has included:

- defining process and business requirements for the customer service centre at the hub of the shared service model
- producing business and systems requirement documents to help implement the e-enablement strategy
- developing a framework for implementing change across the organisation
- performing an independent assessment of the IS strategy and evaluating strategic options for the CEO and CIO
- providing project management support for a major technical infrastructure project
- designing and implementing an Electronic Document and Records Management (EDRM) solution
- designing and implementing an enhanced IT Infrastructure Library (ITIL) based IS services organisation
- managing the inward transition of the PeopleSoft application and designing robust support services.

## What was achieved?

With Hedra's support, the PPPA is well on the way to fulfilling its potential as a customer-focused shared service organisation.

Key to this success has been a highly collaborative style of working. Hedra has used its credibility within the PPPA to engage service managers and operations staff in the process of designing solutions, leading to more effective - and accepted - outcomes.

Hedra's consultants have thus been able to bring the necessary challenge to address existing cultural perspectives within the PPPA and encourage the adoption of processes and behaviours consistent with the new service delivery environment. Hedra has also been able to transfer knowledge and skills to a receptive audience, increasing the PPPA's organisational capability going forward.

As a trusted advisor within the PPPA, Hedra is well-placed to continue to act as a change agent within the organisation, adding value by bringing vision, impetus and leading practice perspectives to individual projects within the overall programme framework. This flexibility is of significant value to the PPPA as it works to build up its shared service capability.