

# **BANKING ON HR FOR TRANSFORMATION AND GROWTH**

**The benefits of investing  
in employee experience**



**One financial institution's long-term partnership with Accenture has transformed the delivery of HR services for tens of thousands of associates.**

**About 10 years ago, a leading financial institution embarked on a journey with Accenture to transform its HR organization with new tools, processes and policies, as well as expertly managed HR Contact Center services and Tier 2 support for core HR areas.**

Today, the client is working with Accenture to create an intelligent and more cost-efficient HR operation. Applied intelligence and automated HR processes are being steadily introduced and analytics are now routinely applied to inform decision-making. Through these and other initiatives, the bank's HR services are becoming ever more resilient, responsive and satisfying.

# THE STORY

**The client is a large financial institution that serves tens of millions of consumer, small business and commercial accounts in the United States, Canada and the United Kingdom.**

## The Background

The client has grown significantly over the past 20 years due largely to a series of strategic acquisitions that nearly quadrupled the size of its workforce. Onboarding this influx of new workers placed a tremendous strain on the company's HR organization.

More than a decade ago, the company's leaders recognized that the bank's fragmented approach to HR service delivery was affecting its ability to integrate new businesses and deliver superior employee experiences. They knew the company needed a standardized approach to managing HR, as well as a standardized HR Help Desk capability across its rapidly growing enterprise.

For help in transforming its HR function into an intelligent operation that can help drive the company's future growth they turned to Accenture. Several factors influenced the decision, including Accenture's deep expertise in managing HR services for large financial institutions, its flexibility, and its ability to scale the number and types of services delivered.

## The Journey

The client's decision to outsource a number of its HR processes dates back to 2006. Today, expert workforces in Bangalore (India) and San Antonio, Texas (US) are providing the full spectrum of HR Contact Center services via phone, email and chat, as well as Tier 2 support for compensation, performance management, HR transactions, severance, records, and recruiting administration.

Beyond the day-to-day delivery of HR services for the bank's employees, these teams have also helped the client carry out 100+ distinct HR projects, including:

- Integration of five acquired workforces
- Management of dozens of HR system conversions
- Implementation of new severance tools, mobile capabilities and processes to optimize the use of HR platforms, including Workday
- Development of new HR policies and processes

**Given the quality and efficiency with which Accenture has delivered its services, as well as Accenture's ability to evolve and adapt its services to meet the client's changing HR needs, the bank has renewed Accenture's managed service contract three times—most recently in January 2018.**

Under the latest five-year arrangement, the bank is continuing to benefit from exceptional employee services. But it has also expanded the arrangement's focus. It is standardizing HR processes and removing many of the legacy customized solutions. At the same time, it is looking for Accenture to introduce more automation, more innovation to create intelligent HR operations that combine new sources of data, emerging technologies and innovative talent to achieve the next level of HR process efficiency and maturity. In fact, the bank has already put several essential elements of intelligent operations in place:

**Innovative talent.** Intelligent operations aren't based solely on the application of new technologies. Equally important is access to creative experts and entrepreneurs who understand digital, industry and functional trends and priorities. An Innovation and Process Architect is now an integral part of the HR team, charged with looking for ways to enhance service delivery and bring costs down on an ongoing basis. Additionally, the bank's HR executives meet several times a year with Accenture experts in a variety of fields.

Through these discussions, the bank is able to examine areas of particular interest in greater detail, tapping expertise they might otherwise have been unable to access.

**Data-driven backbone.** Breakthrough insights lead to breakthrough performance. The bank now has access to advanced call center and service analytics, which form the basis of continual performance improvements.

**Partnership ecosystems.** To get the most from their intelligent operations, organizations tap an extended set of skills, technologies and know-how. Accenture's alliance relationships provide a steady stream of new information and insights that the bank's leaders can use to inform their decision-making. For example, Accenture's alliance with Workday has allowed the bank to build its understanding of cloud solutions and learn about the Workday-related experiences of other organizations. This knowledge-sharing has revealed new and exciting opportunities the bank can pursue to get even more from its Workday investment.

**Applied intelligence.** Organizations can use integrated automation, smart analytics and artificial intelligence (AI) to translate insights into practical solutions that drive the business forward. The bank is benefitting from the application of AI solutions to carry out mundane tasks and analytics to improve its HR-related decision-making.

## The Impact

Over the past 10 years, the client has become one of the largest banks in the United States. Throughout that time, Accenture has served as an agile partner, transforming the bank's HR function to enable its growth. Working closely with Accenture, the bank has not only achieved its original objectives, but has also created a scalable organization delivering new, consistent and automated HR processes. These processes support growth and deliver exceptional employee experiences, as evidenced by:



Improvement in employee satisfaction from 70 percent to 92 percent



Achievement of 80 percent for the employee Net Promoter Scores®



HR service ratings by HR professionals of 100 percent

Today, the bank is building on its past success and expanding beyond employee experiences to deliver HR efficiencies and innovations based on automation and analytics. For example, analytics are now routinely applied to comprehensive sets of HR data to not only inform and improve decision-making, but also identify new improvement opportunities. Over the years, the bank has introduced "bots" to perform certain repetitive tasks, such as creating severance labels, tracking over-payments and standardizing field tickets. Now, the team is building on this foundation to identify new opportunities to gain even more efficiencies with automation.

**Through these kinds of initiatives, the client is benefiting from more resilient, more cost-effective and more satisfying HR services and experiences. Equally important, with Accenture's help, the company is transitioning to intelligent HR operations, which will drive superior decision-making and breakthrough business outcomes.**

# THE FUTURE

**Accenture is on point to service this financial institution and meet its HR needs for another five years. The partnership is expected to deliver exceptional performance, continuous innovation and additional cost savings.**

One area that holds particular potential in the coming years is cloud computing. The bank is currently migrating its technology environment to the Amazon Web Services cloud platform. Once the company's cloud transition is complete, Accenture will be able to help the bank achieve even greater value and synergies from its cloud-based Workday investment.

## ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world’s largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With 459,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at [www.accenture.com](http://www.accenture.com).

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