



*Pierre-Henri Gourgeon, AirFrance CEO*

*A recent global survey of 275 executives from multi national shared services has recently been compiled. The report, called "Achieving High Performance through Shared Services: Lessons from the Masters"*

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THE business process outsourcing (BPO) and call centre markets in Malaysia are fast catching up with countries like India, the Philippines and China. *pág. 7*

# Air France Success Story

SSON» 01/08/2009

## The Challenge:

*Manage increases in employee request volume and type*

Air France is a renowned international passenger airline with over 102,000 employees worldwide. In 2004, Air France agreed to merge with KLM, the Dutch airline. This merger added a workforce of over 30,000 people to Air France's already well-established employee base, resulting in an increased volume of inquiries from employees. Additionally, Air France was interested in creating a global SSC to manage its domestic employee requests, particularly from Roissy and Orly airports in France. Air France required a scalable solution that could handle a request load of more than 34,000 employees at these two Parisian sites. In addition to the large volume of inquiries, the solution would also have to accommodate a wide variety of requests as well as help to standardize resolution processes across the board.

## The Solution Requirements:

*Scalability, handling of complex cases, and rapid deployment*

Air France needed a solution that would address the following critical requirements for this project:

- Absorb the increased volume and complexity of cases resulting from the Air France-KLM merger
- Establish standard processes for case resolution, including team management and workflows to improve quality of service
- Deliver high quality service to employees; special focus on fulfillment of time-to-respond limits
- Rapid deployment and ease of use for 130 HR Shared Services Center agents

## The Solution:

*HR Shared Services Centers and Neocase HR*

Two identical Shared Services Centers (SSC) were installed to manage the Human Resources operations of both airport locations: Roissy and Orly. Each HRSSC is comprised of seven basic teams with one team servicing both centers. The seven teams consist of the following:

- Initial Point of Contact—Service Desk
- Employee SLA 1
- Employee SLA 2
- Retirement Plan
- Management Queue
- Hiring and Professional Development
- Oversight and Reporting
- Vacation and Travel Miles Redemption

With the exception of the Service Desk, each team handles a specific type of inquiry, or manages an inquiry based on that employee's service level agreement (SLA) or position within the company (management queue).

The Vacation and Travel Miles Redemption is sufficiently managed for both operation centers by one unit in the Roissy HR SSC.

The Initial Point of Contact—Service Desk receives all inbound requests from employees. These cases are logged and either resolved through first call resolution, or transferred to the appropriate queue based on required expertise and corporate commitment for resolution timeline.

Air France selected Neocase HR in a highly-secure SaaS (Software as a Service) model to manage all employee inquiries. Neocase HR empowered Air France to set up multiple service level agreements (SLA) to enforce the proper time-to-respond limits for different categories of employees.

In addition, Neocase enabled the company to set up several topic-specific queues for their HR experts where inquiries were intelligently routed based on the question. The Neocase collaborative case management solution allows multiple HR employees at Air France to work on the same case simultaneously, leading to resolution in a much more expedient manner.

A key factor in Air France's decision to work with Neocase was a rapid deployment cycle. Neocase HR was deployed within a few weeks, including the time needed to customize the software for Air France's workflows, queues and service level agreements. Neocase's ease of use guaranteed a fast adoption of the solution by Air France's HR managers. HR Managers and agents required only three-day and one-day training sessions, respectively.

#### **The Results: 30% reduction in number of inbound employee requests**

The Neocase HR implementation has been a very successful project at Air France: HR agents are better able to support employees with advanced technology and effective workflow processes and employees have greater confidence that their HR requests are being administered in a standardized, professional way. The airline has achieved the following results in a short period of time after having deployed Neocase HR:

- Significant increase in first call resolution rates
- Decreased the number of employee requests by nearly 30%
- Increased efficiency and productivity of HR staff of up 20%
- Employee workplace satisfaction increased by 40%

## **Você Sabia?** *Air France*

A Air France foi criada em 1933, através da fusão de várias companhias aéreas que operavam na França. Oferecia voos para diversos destinos na Europa e para as colônias francesas no norte de África. Durante a Segunda Guerra Mundial, a companhia mudou temporariamente as suas operações para Casablanca, Marrocos.

Após a Segunda Guerra Mundial, a empresa foi adquirida pelo governo francês e nacionalizada, sendo criada a Société Nationale Air France. Expandiu ao longo dos anos, tornando-se numa das maiores companhias aéreas europeias. Foi, juntamente com a britânica British Airways, a única companhia aérea a utilizar o Concorde em 1976.

Em 1994, todas as companhias aéreas estatais francesas (Air France, Air Inter, Air Charter e UTA) foram unidas, criando-se o grupo Air France.

Em fevereiro de 1999, o governo francês privatizou parcialmente a empresa. Em 2000, juntou-se à aliança Skyteam, uma aliança de companhias aéreas, como membro fundador.

Após um grave acidente aéreo com um avião Concorde no verão de 2000, a companhia decidiu retirar o Concorde da sua frota, um passo que foi também seguido pela sua congénere britânica, a British Airways. O último serviço regular com o Concorde entre Paris e Nova York foi realizado em 2003.

A empresa tem como base principal o Aeroporto de Paris-Charles de Gaulle e dispõe uma das maiores frotas na Europa. Através de cooperações com outras companhias aéreas, das quais muitas em regime de franchising, dispõe de uma vasta rede de destinos. Tem como bases secundárias os aeroportos de Paris Orly (de onde saem na sua maioria, voos « vaivem » para outras cidades francesas), Lyon, Nice e Bordéus.

## ***Shared Services Top 10 Per Cent Score 40 Per Cent Higher Than Average in Process Standardisation, Organisation Alignment and Staff Retention***

**Shared Services Link» 15/07/2009**

A recent global survey of 275 executives from multi national shared services has recently been compiled. The report, called "Achieving High Performance through Shared Services: Lessons from the Masters," suggests that fewer than 10% of the organisations were identified as shared services "masters" in the study, achieving this status based on their self-reported capabilities, their performance as measured against their objectives, and their adoption of practices that contribute to growth and profitability. The study also revealed that the economic downturn has increased demand for alternative service-delivery solutions, including insourced and outsourced models operated offshore or onshore. 50% of the respondents said that the economic uncertainty has caused them to expand and/or further leverage the benefits of shared services, with cost takeout being a top objective for both the present and for the next three years. Further, 70% of respondents said they plan to increase the geographic reach of their shared-services organisation within the next three years, extending these services into more countries.

The report noted that shared services masters have evolved their operations over the last decade, enabling them to fulfill a broad set of business objectives, ranging from cost cutting to the facilitation of mergers and acquisitions, among others. As a result, novices can learn lessons from the experiences of those that have mastered shared services and thereby accelerate the proficiency with which they can operate their shared-services organisations.

Further, shared services masters demonstrated a superior ability to set and achieve objectives. Masters rated their performance against their objectives 40% higher, on average, than non-masters rated their own performance across all objectives queried. For example, masters reported significantly better performance compared with other respondents in terms of setting and meeting objectives for reducing costs through simplification and standardisation of processes (6.4 for masters to 4.7 for non-masters, on a seven-point scale), attracting and retaining the best talent (6.2 versus 4.3), increasing service quality (6.2 versus 4.6) and aligning the organisation on common objectives (6.5 versus 4.4).

Additionally, masters were more likely than non-masters to invest in formal continuous-improvement programs for their shared-services organisations. Specifically, more than 80% of the masters, compared with less than 30% of the other respondents, planned to implement continuous improvement programs. 87% of masters said they have immediate plans to implement improvements to control process initiatives, versus 47% of non-masters, and 83% of masters said they plan to undertake initiatives to improve their use of performance metrics, versus 45% of non-masters.

While 70% of the respondents rated factors associated with talent management as very important or absolutely critical, masters were more likely to take the definitive steps required to improve their workforce performance. For instance, they were nearly twice as likely as non-masters to say they planned to provide more formal training for their shared-services employees over the next year (74% versus 40%), and they were more than 50% more likely than non masters to plan initiatives that improve employee engagement (83% versus 49%).

# Pesquisa detalha uso de TI na gestão das centrais de serviços compartilhados

ITWEB » 20/06/2009

Estudo realizado pela Astrein mostra que os Centros de Serviços Compartilhados ainda não contam com recursos de tecnologia da informação suficientes para se ter altos níveis de performance

A grande maioria dos Centros de Serviços Compartilhados (CSCs) - unidades, presentes nas grandes empresas para prestar serviços, a partir de um mesmo ponto de atendimento, para várias unidades ou departamentos - ainda não conta com recursos de tecnologia da Informação adequados para alcançar altos níveis de produtividade. Esta é a constatação de uma pesquisa realizada pela Astrein – empresa que oferece soluções voltadas à gestão das atividades de back office realizadas pelos departamentos financeiro, RH, Suprimentos, TI e Facilities – junto a 15 CSCs de empresas brasileiras de grande porte.

O levantamento abordou os seguintes temas: controle dos serviços geridos pelo CSC; quais os softwares que controlam os processos não executados pelo ERP; informatização dos novos serviços lançados pelo CSC; aspectos mais importantes em um software para gestão do centro compartilhado; e perspectivas de investimento em tecnologia, prazos e prioridades.

A pesquisa demonstrou que os CSCs administram grandes equipes e atendem a várias unidades, que são exigentes e atuam com base em Service Level Agreements (SLAs), mas que ainda não contam com todos os recursos tecnológicos necessários para terem um desempenho ideal. Segundo o levantamento, a tecnologia é um dos principais gargalos para esse melhor desempenho.

De acordo com o diretor de Marketing da Astrein, Alexandre Siqueira, a pesquisa abordou empresas que são referência na forma como atuam com o conceito de CSC, e teve como objetivo aprimorar ainda mais o conhecimento da empresa em relação ao mercado em que atua. “A pesquisa demonstra que os CSCs ainda têm um longo caminho a percorrer rumo a um nível ideal de informatização. Com essas informações em mãos, poderemos aprimorar nossa oferta e propor novas idéias para que as empresas aumentem a produtividade desses centros”, explica.

Confira os principais destaques da pesquisa:

- Os Centros de Serviços Compartilhados das unidades pesquisadas têm uma média de 4,1 anos de existência e 343 funcionários. Além disso atendem, em média, a 17,6 unidades de negócios.
- Os quatro principais processos que compõem os CSCs são Financeiro, RH, Suprimentos e Tecnologia da Informação.
- 57% das empresas têm mais de duas formas de abrir uma solicitação de serviço, o que gera dificuldade na gestão dos dados.
- 73% dos centros não contam com um sistema de aviso caso alguma meta do SLA seja ultrapassada.
- Além do ERP, os sistemas mais utilizados nos CSCs são MS Excel (80%), soluções de Help Desk (67%), Portal de Intranet, MS Outlook e Access (53%). No total, mas de 10 diferentes sistemas foram citados.
- Para a informatização de novos processos atendidos pelo CSC, 90% optam por customização do ERP ou desenvolvimento sob medida, que trazem grandes custos e prazos.
- Visibilidade, automação e informações em tempo real são os aspectos mais valorizados em uma solução. Mesmo assim existe uma desconexão onde se pretende investir para a melhoria desses softwares.
- 67% dos CSCs pretendem investir em tecnologia. A maioria fará investimentos na faixa de R\$ 100 a 500 mil, e em alguns casos mais de R\$ 2 milhões.
- Ausência de uma melhor base tecnológica, restrição de recursos financeiros, desconhecimento das tecnologias e imediatismo foram apontados como gargalos que impedem o CSC de obter um melhor desempenho.

# Virtual HR - The Irresistible Force?

SSON » 04/08/2009

Among the many difficulties facing the HR community today, perhaps none is proving as intractable nor as profound in its ramifications than the question of how to respond to the rapid automation of the discipline. The rise of “virtual HR” challenges the very nature of human resources; with more and more companies opting for increasingly hi-tech solutions devolving growing portions of the core HR burden to the end-users themselves, what is the nature of the role to be played by the remaining human participants within the process? What are the new organizational structures emerging from the interplay with the technology and how do these behave when put under the stress of, say, a financial crisis, or a ‘flu pandemic?

What exactly defines “virtual HR” is a matter of debate among HR practitioners and others - an issue further colored by the fact that many businesses and proprietary systems include “virtual HR” in their names or brands. Generally, if simplistically, it refers to the integration of information-enabled systems and automated processes into the practice of HR and the daily engagement of HR’s various functions. How this occurs and what this entails vary so widely from organization to organization - ranging from automated vacation-request processing to running training sessions through Second Life - that defining the term precisely seems like a discipline in itself.

For Tim Palmer of PA Consulting one specific aspect of virtualization stands out. He highlights a crucial change in HR practice in recent years: a shift in the point of service delivery.

“Virtual HR isn’t a term that I’d typically use,” Palmer says. “What has happened over the past 14 years or so, in parallel with the rise of the Internet, is the increased use of self service capabilities to deliver HR services. For me, this self service comes in three main ways: employee self service - employees doing HR work online themselves; manager self service - managers doing HR work online themselves; contact-center based service - all parties using a remote voice-based service to perform HR tasks themselves. In almost all cases, these delivery channels have replaced talking to an HR human who will do the work with or for you.”

Palmer’s organization’s work with clients in this area in recent years has been diverse. Solutions, he says, have been developed “through the use of: self service modules within traditional ERP applications, such as SAP software-as-a-service-type applications, which are predominantly accessed via the Internet and are used to provide specific HR services - typically concerning things such as recruitment, assessment, performance management, talent management and compensation management; more rudimentary intranet based services; reporting and analytics tools; outsourcing, where the above methods are incorporated into the offer or solution of the outsourcing provider.”

The software-as-a-service model, growing as it has alongside a shift in focus towards SaaS in the wider business and social environment, poses some especially taxing questions for HR practitioners. It offers the prospect of removing virtually all the immediate resource burden from the organization, with the majority of contact now taking place “off-site” between the end user and the systems of a third-party software provider. The potential cost-benefits - particularly attractive given the ongoing economic troubles - are significant, from start-up through to full employer engagement.

“The SaaS (Software as a Service) marketplace has advanced to the point where an HR shared services organization can be enabled entirely through the Web,” enthuses Shared Services Institute president Jim Scully. “The core enablers - HRMS, Case Management, Knowledge Management, and Telephony (IVR, ACD, CTI) - are all offered on SaaS platforms. The implications for shared services are major, especially for mid-size organizations who previously could not afford the capital startup costs of shared services. What does this have to do with virtual HR? Everything. Since SaaS products are delivered via the Web, a shared services rep can be located anywhere there’s a high-speed internet connection. The time for virtual shared services is now. Jet Blue, the discount airline, has 1,000 home-based reps. Many customer services organizations take advantage of home-based agents. It’s just a matter of time.”

Such an approach might not be appropriate for all organizations - the nature of certain blue-collar roles in particular can make constant access to internet-enabled hardware a tricky proposition - but it’s definitely proving an increasingly attractive option for many. The fact that SaaS retains a degree of impenetrability to many, and can thus be touted as an innovative, blue-sky solution to a sea of troubles, certainly isn’t hurting its cause.

Clearly, companies don’t have to go the whole SaaS hog to enjoy the benefits of some degree of “virtual HR”. The attractions evangelists give virtual HR over “traditional” HR are easy to acknowledge: “The major advantages of working this way,” says Tim Palmer, are “lower cost of ownership; more flexible cost base; easier access to services; 24x7 availability; more sophisticated reporting and analytics.”

All the kind of things that will go some way towards relaxing the furrowed brows of the board, of course.

## Local outsourcing, call centre markets growing fast

**Business Time» 04/08/2009**

The business process outsourcing (BPO) and call centre markets in Malaysia are fast catching up with countries like India, the Philippines and China.

Regarded by analysts as an emerging market for BPO, the local shared services outsourcing industry is worth about RM750 million and growing at 30 per cent per year.

“There are now 600 call centres in the country, employing about 25,000 people,” said Bostonweb group of companies managing director Nizam Ahmad Mokhtar.

He was speaking at the presentation of CallCert Certification by Deputy Minister of Science, Technology and Innovation Fadillah Yusof at the International College of Advanced Technology Sarawak (ICATS) in Kuching yesterday.

Nizam said despite the growth and potential job opportunities, Malaysia is still facing a talent crunch in the industry.

“The talent challenges encountered are mismatched skill sets, wrong perception on the nature of job and poor communication skills among the job-seekers,” he added.

He believes that if Malaysia, which has first-class infrastructure, can provide pools of highly-qualified workforce, it will fully benefit from the current situation and become globally competitive.

On its part, Bostonweb and its BPO partners are planning to produce 1,000 qualified personnel for the call centre industry starting next year.

Nizam said Bostonweb will be offering a diploma course in BPO by the end of this year.

Meanwhile, Fadillah said Malaysia has been consistently ranked as one of the most attractive destinations to set up outsourcing centres.

“However, one of the factors that has been holding back Malaysia from becoming a top global outsourcing hub has been the lack of a vast well-trained workforce with skills required by the industry,” he added.

According to a report by an international consultancy company, Malaysia is listed as the third most attractive offshore destination after India and China, but ranked among the bottom five of 25 countries surveyed in terms of availability of skilled workers.

Later, Fadillah witnessed the signing of a memorandum of understanding between ICATS, Bostonweb and Sun Microsystems Sdn Bhd.

Under the deal, Sun Microsystems will offer Sun Certification programme at ICATS in Sarawak.

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