

Providing a Dedicated Line Manager HR Support Function to Ricoh

Background

Ricoh UK is part of the Japanese owned multinational imaging and electronics company and provides document management solutions, IT services, commercial and industrial printing and industrial systems technology with the ultimate goal of making traditional processes more efficient and sustainable.

The Ricoh UK brand has been built around the core principle of creative collaboration, with the business openly recognising its greatest asset as the imagination of its people, thereby making effective HR and Talent Management of key importance.

The Scenario

In May 2017, Ricoh UK decided to outsource their front-line Employee Relations (ER) and Line Manager HR support function to a specialist partner.

Ricoh UK employ in excess of 3,000 employees across the UK, with a Line Manager population of around 300.

There were three primary drivers behind Ricoh's decision to seek a partial outsource solution to deliver their Employee Relations and Line Manager HR support:

- To release the in-house team of HR Advisors (HRAs) and HR Business Partners (HRBPs) from dealing with administrative ER enquiries to allow them more time to focus on strategic and value-added activities
- A need to generate quality, reliable management information (MI) to identify trends and influence strategy

- To improve the level of support provided to Line Managers, better equipping them with the necessary tools and information to handle ER issues quickly and efficiently

Ricoh entered a procurement exercise, inviting a number of suppliers (of which The Curve Group was one) to submit costed solutions. As part of this process, bidders were required to respond to a set of questions to assess their capacity to satisfy Ricoh's rigorous quality and information security standards.

Following this evaluation exercise, The Curve Group was selected as the successful bidder and embarked on an accelerated implementation process to embed the new operating model as quickly as possible to meet the agreed start date in September 2017.

The HR Outsource Solution Provided by The Curve Group

It was important to Ricoh that they entered into a partnership with an organisation that had strong operational knowledge of the business as well as a complete understanding of their cultural values.

Therefore, The Curve Group invested significant time from the very outset of the contract in 'getting to know' the business, building relationships with key stakeholders and understanding all policies and procedures. In doing so, this allowed for the 'fine-tuning' of the solution to ensure complete operational alignment with the Ricoh UK business.

Overview of the Solution

The Curve Group implemented a dedicated telephone and email support service delivered via a team of HR professionals, operating between the hours of 9am – 5.30pm, Monday – Friday. The support provided via the service includes advice and support on all HR matters including disciplinaries and grievances; capability matters; management of short term and long term absence; and policy advice (flexible working, reasonable adjustments etc.).

Clear and well-defined service level agreements (SLAs) were agreed to ensure absolute clarity between all parties around standards and expected response times.

Cases are classified as follows:

- **Basic** – Queries (telephone and email) can be handled and satisfactorily closed within 1 working day
- **Intermediate** – A written follow up response is required to satisfactorily answer the query; however, the response can be constructed from a standard template letter. The query can be satisfactorily handled and closed within 2 working days
- **Complex** – The query is more complicated in nature and requires multiple follow up activities/conversations and the construction of a tailored response. These queries need to be initially responded to within 4 hours, however the satisfactory resolution of the query could take significantly longer and is driven by the nature of the enquiry

On a monthly basis, detailed reporting and MI is provided in a bespoke and 'easy to digest' format. The information is broken down by division and case type. MI is provided on a more informal basis if needed.

If you're interested in finding out more about how we can help you with the strategic and operational aspects of your Recruitment and HR management i.e. with your people, we would love to hear from you. Give us a call on 01295 811486 today or find out more about what we do and other ways to get in touch via our website: www.thecurvegroup.co.uk.

The Curve Group are The award-winning Recruitment and HR Superheroes on a Quest to transform people's working lives. We are passionate about helping businesses to transform their HR and Recruitment functions by creating extraordinary people solutions, enabling them to achieve their strategic business aspirations.

The Result and Success Factors

Within the first 12 weeks of delivering the service, over 110 cases were satisfactorily handled and closed. The majority of these cases were complex in nature.

Feedback from the onsite HR team is that they now have significantly more capacity and are now able to focus on strategic HR issues.

The MI provided is being used by the HR Team to influence strategic decision making. For example, an internal training programme has been rolled out within specific parts of the business to train managers on absence management techniques.

Feedback from Line Managers across the business indicates that they are more satisfied with the service they receive and feel better supported to handle enquiries.

The service provided by The Curve Group was subsequently extended to include Ricoh Europe. This extension means we are now supporting an additional employee population of 500 and 10 further Line Managers.

"The service provided by The Curve Group allows the internal HR team here at Ricoh to concentrate on more strategic HR work whilst at the same time allowing Managers to gain access to 'best-in-class' Employee Relations and HR support as and when they need it. This is a great partnership and one that I look forward to growing and developing over the coming years".

Mark Deer,
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