

# Planning for Successful Transformation

Lara Smart

# Introduction

Hi, I'm Lara Smart!

I've worked in the HR & Payroll industry for over 14 years and have managed global, regional and local payrolls; multi dimensional teams, service providers and implemented multiple solutions for various businesses. I've worked in a Bureau, in-house, and as a consultant, and understand the demands businesses and suppliers alike have on either side.

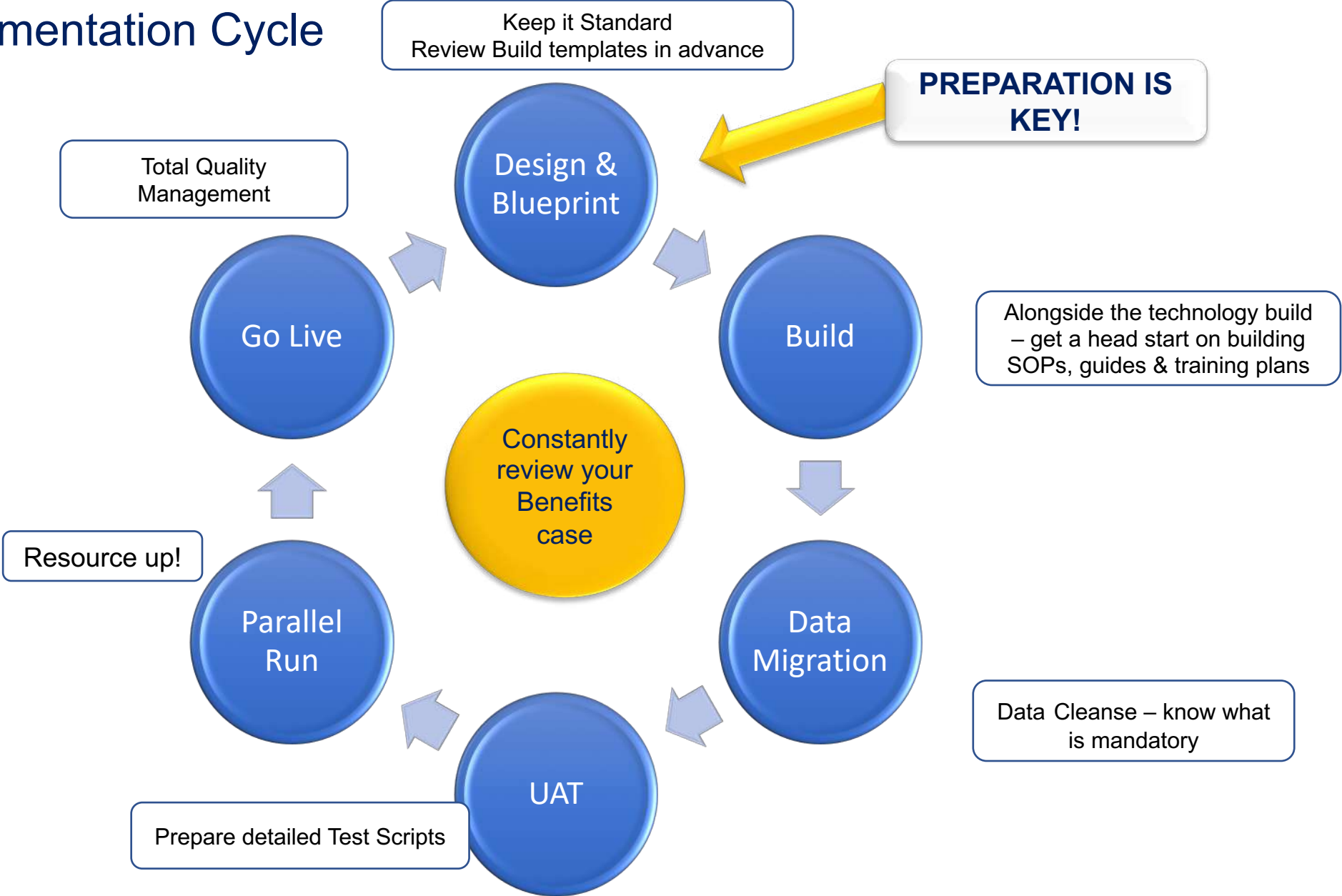
I am a Chartered Fellow and PRINCE2 qualified, specialising in transformation within the HR & Payroll. I predominantly work with clients to review their current landscapes and design efficient and contingent solutions to get people paid.

Most recently I have worked in global programme lead roles taking businesses through tender to implementing solutions until losing my latest contract due to corona so I'm now hustling for work and pimping myself out - feel free to throw anything my way!

Payroll's a little like engineering to me; if you can understand the detail and work your way through the multi layered processes, then you are likely to successfully build a contingent solution which is fit for purpose using technology, business process, leading you to focus on the value adds such as service.



# Standard Implementation Cycle





When  
problems  
arise in HR &  
Payroll

# Global Payroll – Your Foundations



Building a  
Governance  
Framework



Analysing &  
Prioritising  
Risk



Managing  
Performance &  
Service



Educating the  
business and  
Suppliers

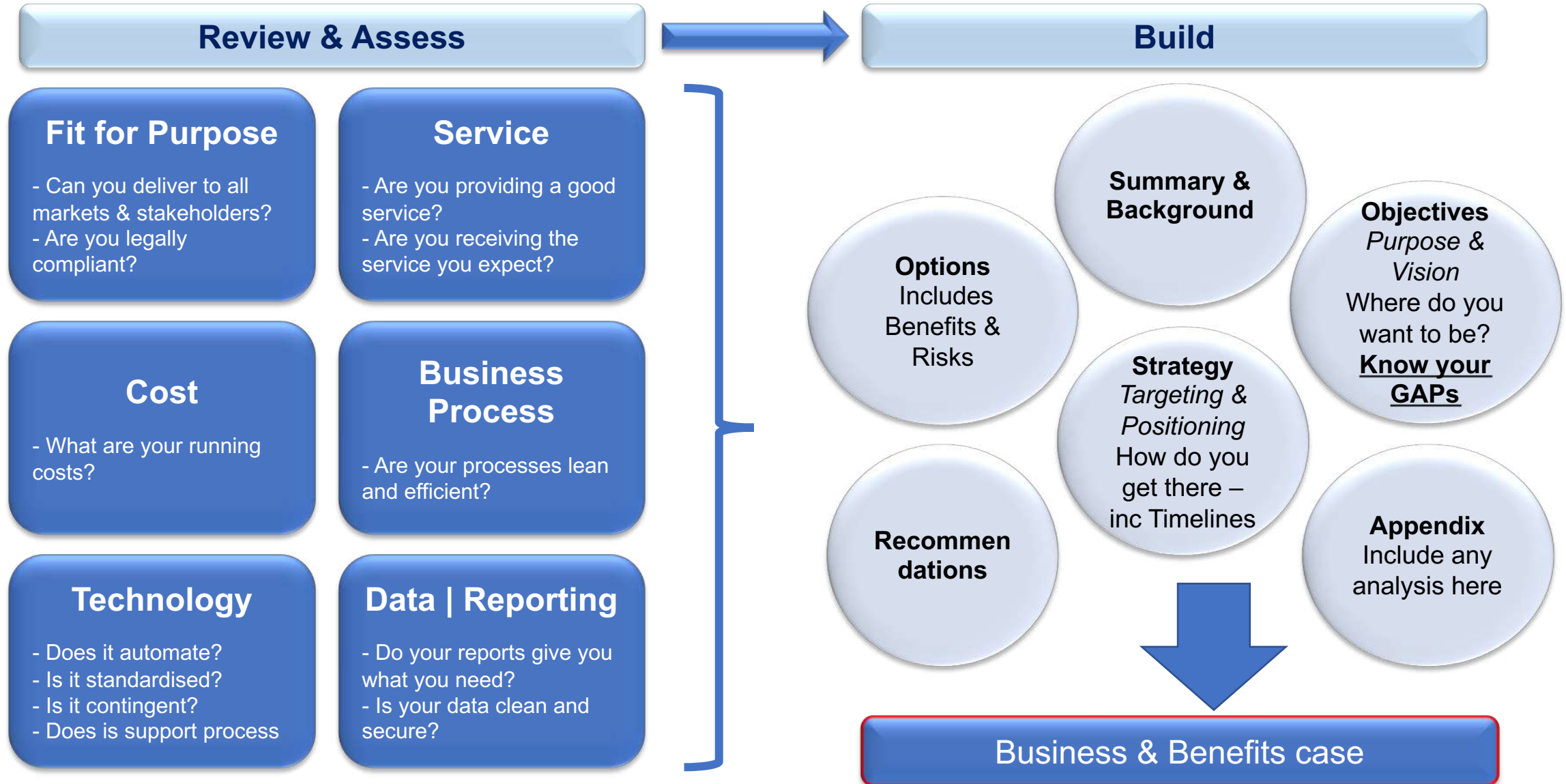


Audit &  
Compliance

# What is your Governance Framework?



# Assess your current Landscape - Where are you now?



Option 1:

Fix!



Option 2:

Buy  
New!





# Fixing an Issue

Regardless of which option you choose, you may need investment and you will always need support, whether it's from the wider business, your boss or your team.



## Identify

*Dive into activities to expand your knowledge and assess the current situation*



## Options

*What is your idea to challenge and change the current situation*



## Communicate

*Gain buy in and produce facts and recommendations to the business*



## Supplier Governance – Service Care Plan.

*This can work wonders for small wins and building your service levels back up.*



1. Is your provider supportive and do you have a reactive or strategic relationship?
2. What's the escalation route within your supplier?
3. Do you have regular service review meetings?
4. Do you have a dedicated account manager?
5. What does your contract state i.e. do you have financial penalties?



# Service Recovery Plan – Impacts to Client & Supplier

## Common Issues:

- Communication
- Subject Matter Expertise
- Resource backup
- Timeliness
- End to End Process clarity
- Due Diligence
- Project Implementation
- Mergers & Acquisitions
- Process Ownership
- Data Accuracy
- Lack of Flexibility
- Culture
- Lack of Measurements (KPI's / SLA's)
- Regular Training & cascade of legislation changes
- Poor Reporting
- High costs
- Lack of automation
- Too many manual Processes
- Lack of understanding of systems
- Lack of Issue logs, relationship meetings

# Buy New - Changing the Issue



## Identify

*Dive into activities to expand your knowledge and assess the current situation*



## Options

*What is your idea to challenge and change the current situation*



## Communicate

*Gain buy in and produce facts and recommendations to the business*



## Preparation

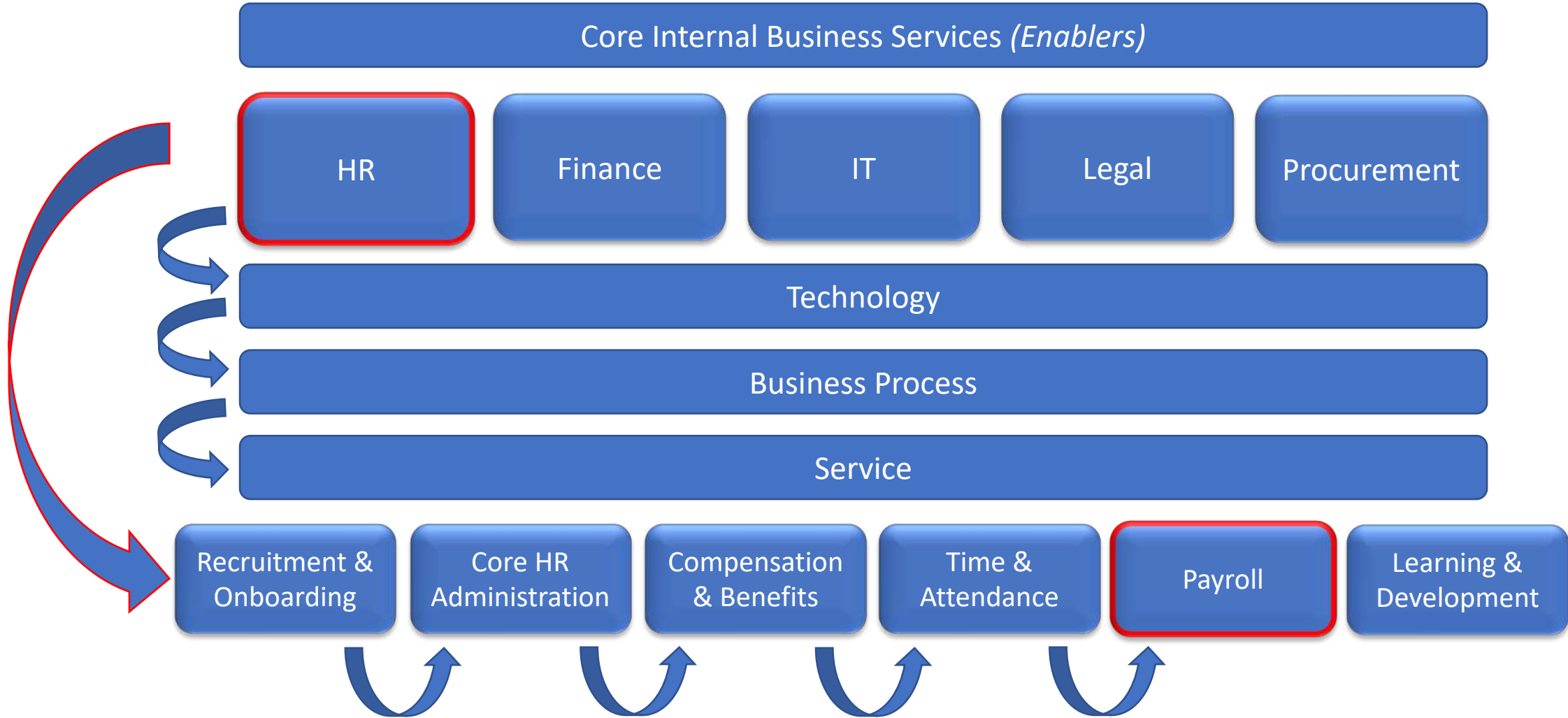
*As is – To be = GAP Analysis*



1. Do you have business buy in?
2. Are there multiple parallel projects ongoing?
3. How will you manage change?
4. Do you have the right expertise?
5. Do you have adequate budget?



# Where does Payroll fit in and who are your Key Stakeholders to engage?





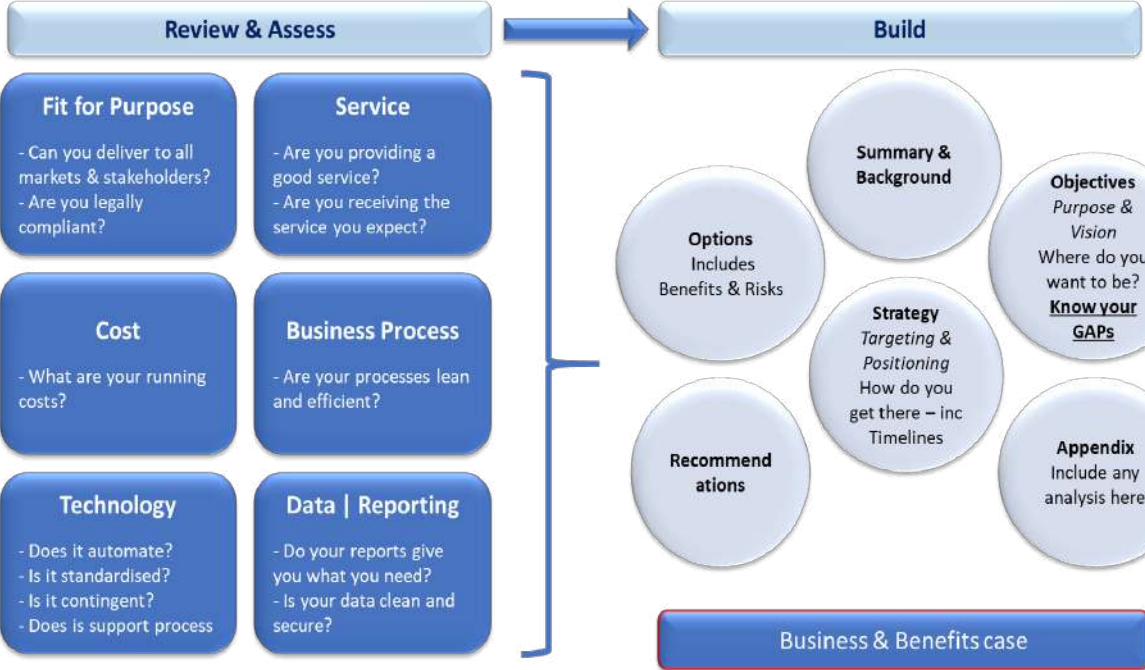
# Prep, Prep, Prep!



- Analysis of current state (Business Process)
- Analysis of expected state (Business Process)
- Solution Mapping (include data flows)
- Technology landscape
- End to End Payroll Process mapping
- Resource
- Costs
- Service

## GAP Analysis

- Identifies gaps / issues in current state by category (i.e. Duplication of tasks by resource, non automation by technology etc)
- Supports Change Impact Analysis (CIA)
- This should drive your business case and benefits
- How much are those gaps costing your business?
- How much extra resource do you need to plug those gaps?
- Will this enhance user experience?
- Will your service improve?
- What do you want your tech to do?



# Plan to Action – Next Steps



## **Business Case Sign off & Buy in**

*Keep your Stakeholders engaged – consider a Steerco*



## **Define your Project team**

*Go for a team with positive 'can do' attitudes where possible. A change manager will take a lot of heat off the engagement to allow you to focus on the technical side and will communicate with everyone! Think fairy godmother!*



## **RFI / RFP**

*Consider detailed questions per country, technology, process & service. The more detail you get here, the less concern you will have later.*



## **Implement**

*Continue lessons learnt and TQM throughout your project & not just at the end. Each stage is a process which can learn from something that's just happened and remain inclusive.*



## Lara Smart

chFCIPDip, BA (Hons), PRINCE2

*Delivering efficiency through transformative change in  
HR and Payroll, on a global level.*

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 <http://linkedin.com/in/larasmart>

 +44 (0) 7795 570 039

 [lara.m.smart@gmail.com](mailto:lara.m.smart@gmail.com)

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