

NATIONAL THIRD PRIZE

McGill University

A holistic approach to service

McGill's HR department developed and executed a project that resulted in the delivery of a superior level of professional support to the university. A central component of this initiative was a transformation of the client service and transactional role performed by HR.

As part of the restructuring, a Shared Services Unit (SSU) was formed to amalgamate all transactional processing and client service functions previously performed by the benefits, pensions, and payroll and records areas. The SSU mandate was to redefine service delivery so that end-users or clients had the autonomy to access services in a variety of efficient methods and to select a preferred method(s). This involved creating a Service Centre to handle telephone queries and related processing. The Service Centre is supported by the new technologies of call centre application, ticketing, and web-based KnowledgeBase. It also encompasses an expansion of the Minerva online self-service module, an improved physical environment, and the ability to process email, fax and mail requests.

Service Centre employees were recruited from specialized areas such as benefits and were trained to transition from HR specialists to HR generalists. Including sessions in client service and etiquette, technical instruction and processing, the training emphasized viewing the big picture instead of individual processes. Processes have been accordingly modified to increase efficacy and productivity.

The reception area provides a quiet space with computer access and a phone where clients can conduct business. It also allows Service Centre representatives to meet with clients privately to discuss HR issues. In addition, the SSU provides systems support and training, user documentation, ID cards, scanning, mail and reception services. Finally, SSU payroll specialists perform all day-to-day payroll operations.

The transformation of HR Services has increased productivity and the quality of services with virtually no cost or additional staff.

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