Navigate Staff through
Customer Queries

A CLEVVA **Human Resources** Case Study

The background

A multi-national company with offices across Africa was looking for a way to ensure line managers consistently applied their human resource (HR) policies and procedures when dealing with staffing issues in different countries.

The team of Human Resource Business Partners (HRBPs) was not large enough to be in every country and at every desk when an HR decision that had legal implications was being made.

The challenge

Some of the challenges that the business faced included:

Each country had a different take on the HR policies and procedures, based on local legislation. As a result, policy and procedural documentation had to be country-relevant. This made maintaining multiple versions of documents very challenging.

Staff, even when offered access to relevant support documentation tended to interpret the policy and procedural rules incorrectly, resulting in costly payouts when staff took the company to court.

Line managers were also poor at documenting the processes followed and specific actions taken. This lack of documentation was then used against the company in legal cases.

No matter how much training was offered line managers, their ability to retain this knowledge when it mattered was limited. As a result, HRBPs ended up being involved in every case anyway.

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The requirement

The management team was looking for a solution that would deliver on the following key requirements

- Ensure that, irrespective of line manager's HR knowledge or experience, they will consistently apply the right policy and procedural rules to any HR case

- As policy and procedure rules change, the HR team can update their solution to ensure that everyone automatically applies

- Ensure that every decision made and action taken is automatically recorded (ideally with time, date and location stamps)

- Reduction in training time

- Reduction of the risk of line managers making a mistake

The solution

An HR Navigator was built, with the ability to diagnose the staff member's specific situation, and then navigate them to the right outcomes, including the relevant operational actions that they need to take to execute the decision. In effect, every line manager had the ability, whether via their mobile or via the intranet, to get real time HR advice and ensure they applied all relevant policies and procedures without them actually having to know it themselves.

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The results

1. No matter what their situation, they would be **guided to make the right decision and take the right action, given the relevant policy and procedure rules that applied** to the country they were operating in.
2. **Line managers did not require training in the details of every HR policy and procedure to be compliant**. The Navigator ensured they got it right, when it mattered most.
3. As rules changed, the HR team could make these changes in the Navigator's logic, ensuring that **staff did not require refresher training to ensure they applied these rules correctly**.
4. Every time a line manager used the Navigator, a **detailed record of advice would be available to prove they considered the relevant factors and made the relevant decisions and actions**.
5. The **HR team did not need to expand** in order to offer staff real-time advisory support.

The benefits

CLEVVA offers companies the ability to capture critical policy and procedure logic into a Navigator that ensures all staff, irrespective of their levels of knowledge or experience, consistently apply these rules when making decisions or taking actions. Plus they have a record to prove it. As a result, staff decision risk can effectively be removed, and companies can ensure that policies and procedures are not just learned, but applied effectively every time.

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