RLDatix

Assure HRCase

Enhancing case management for the modern HR Department

Contents

Overview

HR departments of today are required to be strategic business partners more than ever. Employees form one of an organisation's biggest resources. The key to collaborative HR case management requires a robust workflow and an understanding of how key metrics and analysis support strategic planning.

We put the spotlight on case management and address the challenges many organisations face; from day-to-day administrative duties and resolving cases faster and easier through to using employee metrics to identify problems before they escalate.

You will gain a valuable understanding of how proactive case management can help you identify and quantify employee issues within your organisation and how you can better manage these effectively.

Discover the true ROI of case management and how deploying a modern digital experience across your organisation will provide increased efficiency, reduced risk and valuable cost reductions.

66

"With an average of 17 new cases per month, we have a responsibility to ensure that our employee relations cases are completed in a timely manner. RLDatix's Employee Relations Case Management system - Assure HRCase (formerly ER Tracker) - will allow us to pull together historic and current case information, eliminating our previously siloed approach and helping us spot trends and patterns – ultimately allowing us to drive meaningful change."

Karen Lavender,
HR Policy & ER Manager,
South East Coast Ambulance Service NHS Foundation Trust

Health Check

Identifying challenges in case management

1.Document storage

One of the biggest day-to-day challenges in case management comes down to administrative duties.
If you could quantify the effectiveness and productivity of administration tasks, you would be amazed at how much time is spent, often even wasted.

Gartner has reported that HR organizations spend up to 80 percent of their time managing administrative duties and employee/manager questions and issues.

Many challenges in case management administration stem from a myriad of inefficient data sources. Communications relating to cases in the form of emails, letters, meeting notes, phone calls, are often stored in different places. This unhealthy reliance on siloed correspondence has many knock on effects, including, the inability to cross-reference data, the time taken to retrieve documentation, and lastly a lack of auditability, tracking and real-time reporting making it difficult to understand, measure and report on HR performance.

2.Workflow Management

When setting up a new case, plotting out the various stages and steps and assigning the correct timeline often relies on a manual process. Manually mapping workflows, through calendar appointments and reminders limits the ability to track a workflow, and makes it very time consuming to check a case history and determine if it is on track and completed in accordance with policy.

Getting this right is vital, not only to help you efficiently manage and resolve a case but also to ensure risk-avoidance and ensure that you are complying with policy should the case escalate to an employment tribunal.

Every ER case type (long term sickness, grievance, disciplinary etc) requires a different workflow based on company and employment legislation. Managing an effective workflow requires a good understanding and knowledge of policy management.

**Health check
How easily could you collate all information about a case?**

How sure are you that all information relating to a case has been properly saved?

**Health check
How quickly could you locate the correct guidance on mapping out an employee grievance case?**

Do you have methods in place to ensure the correct timelines and steps are adhered to? Can you escalate a case when it goes overdue?

3.Risk

Case management in its entirety is a complex and demanding area, one with many factors open to risk.

Reducing your risk in case management is twofold, not only can it help to reduce current costs being spent on overtime or support HR by effectively managing sickness and getting employees back to work quicker, it can also reduce the risk of costly employment tribunals by successfully resolving cases in accordance with the laid down employment policies.

These can include:

Policy adherence
Most organizations HR policies are structured in line with employment law and best practice It is vital these guidelines are adhered to.

Cost
Missing vital dates and inability to retrieve documentation could leave you un-prepared at an employment tribunal and leave you open to a costly outcome. Long term sickness can often result in costly bills for temporary staff or overtime costs or simply a loss in productivity meaning projects take longer to complete. Improving the management of long term sickness by supporting employees to return to work quicker by ensuring all meetings and appropriate occupational health referrals are completed timely could dramatically reduce department costs.

Security
Manual methods of case management including system not designed for HR can leave you at risk in terms of file and document security along with weaknesses in user permissions, particular critical in sensitive cases. Sensitive information in the wrong hands can be distributed leaving connected parties open to scrutiny and in some cases victimization.

4.Analysis

Analysis is often one of the biggest challenges organizations face. The level at which a HR department can report can be determined by it's analytics maturity. Quite simply it refers to the level of information an organization is recording about its cases and the ability to data analyse, identify trends and often proactively avoid cases before they happen.

The ability to both cross reference and trend analyse cases can be time-consuming if not almost impossible when compacted with the previous challenge of disparate data sources.

Without a system in place which provides audit capabilities, dashboards and a powerful reporting engine, this kind of data mining quantifying issues in the workplace and identifying patterns of workforce behavior becomes a very cumbersome task.

5.Proactive Vs Active

The term Reactive vs. Proactive is a frequently used. However when it comes to case management the term Proactive vs. Active is often used. So what does it really mean?

By default, all systems that log and manage employee relations cases are active' – case information is available, but you have to 'actively' find it.

We discussed in the previous challenges the concept of time consuming retrieval of information and the pitfalls of being unable to cross reference linked cases and analyse cases, both characteristics of an active system. So whilst you may be able to effectively work with your active system, there are serious limitations in how proactive you can be.

Health check
Does your case management have measures in place to ensure a grievance policy is compliant with legislation and that the correct steps and stage were followed?
How secure is your case data? Can you restrict access to only those with the correct permissions?

Leon Hinton, Director of Operational HR at Medway Foundation Trust commented, *"It was very important for the HR department to increase its visibility in the organization, improve the way it managed ER caseloads and meet compliance policies. RL Datix's (formerly known as Allocate) experience allowed Medway to understand the precise needs of the HR department and the software's flexibility meant that the system could be tailored to meet those core principles."*

Some systems are proactive but they are not always designed for HR. Many organization use IT ticketing or help-desk systems to manage their ER cases, but these system come with their own plethora of challenges linked to data safety, security and confidentiality.

Health check
How easily would you know if you had three current complex cases involving the same department and how easily could you cross reference the case particulars?

Perhaps an employee has a history of long term sickness, could you quickly reference back communication from the new case to an old one?

How quickly could you report on the number of disciplinary cases broken down by employee demographics within your organisation? Could you easily identify if there were a high number of grievance cases associated with one area or manager within your business?

Systems

The good, the bad and the ugly

In this section we'll take a look at five levels of case management and the various systems used at each stage.

1.Recording cases

Many organizations use spreadsheet to record cases. They can help you manage and update cases day-to-day, they provide a good structure for recording cases and recording key dates when action took place. Organizations that use this type of system are usually in the first stages of analytics maturity. Here the information type approach is usually input only.

Limitations include:

- Spreadsheets will not issue reminders and alerts, they will not prompt action and are not able to automatically guide your HR team along a pre-defined workflow.

- They cannot store relevant correspondence and documentation attached to each case so it is easy to find again from the one system. Nor will they keep an audit trail of every action taken at every stage and step in the process, making it difficult to review.

Where does your HR function sit on the spectrum of Active vs. Proactive?

Can you effectively identify and analyse causes and trends to help drive through changes including improvements? Proactively managing cases means you can start to make real changes that will have an impact on your organisation.

It means be able to search through live and previous cases to start to identify root causes of issues.

2.Taking action

The next level of case management uses home-grown databases or CRM systems. Here the information type approach is factual and reactive information, with the ability to analyse the number of cases by various dimensions. Whilst CRM systems can provide a basic understanding of employee relations caseloads, analysis of the database is limited to summary information.

Limitations include:

• It will not take into account the case type and ensure the correct procedure appropriate to that case type is followed.

• Different case types often require quicker escalation than others for example, with defined stages and steps plotted closer together or the involvement of certain individuals at key stages.

• When it comes to automatically plotting out case type timelines and guiding your HR team along a standardised process, a generic CRM system has serious limitations.

3.Tracking progress

This level allows for a more in-depth management of cases that keep track of cases. These are most often generic case management systems, built for IT or legal which enable teams to understand how long the various stages take, who is involved and how long is spent of the case. The information type approach is still however factual and reactive.

Limitations include:

• Limited analysis of data means that proactive change programmes are very difficult. The inability to effectively question and look at the root cause of cases prevents the ability to actively reduce the number of ER cases.

4.Monitoring and review

Here we start to see more advanced case management systems, capable of storing a lot of factual information. The information type approach moves to informative and reactive. Data can be extracted and analysed to understand the root causes of issue, this in turn can assist with the development of proactive change programs.

Limitations include:

- Analysis is limited to past data extracted from the system. There are limited methods to proactively monitor and improve lead time of cases in real-time. Managers are unable to view case-loads and actively monitor resources.

5.Proactive management

More advanced case management systems provide the ability to proactively monitor HR cases. Information is instantly available to monitor in real-time, allowing open cases to be benchmarked and reviewed.

HR departments can carry out continual improvement and increase the efficiency of ER caseloads.
In-depth analysis of cases is available with the ability to cross reference cases and identify trends. Reporting is no longer limited to factual information, it can easily spot correlations within organization and allow your HR team to make strategic recommendations to support the reduction and prevention of cases.

The case of case management

Understanding the ROI

It can at first seem daunting to quantify the effect a HR case management system will have upon your business. Whilst it's easy to understand that it will improve your compliance, visibility and efficiency, what does that really mean and what impact will that have upon your business?

Case types such as long term absence or suspension can often mean additional costs are incurred for temporary staff or additional overtime; productivity within teams can often reduce due to increased workloads. A case management system will enable you to more proactively manage these types of cases by; reducing the time employees spend on suspension and long term sick leave; and being able to identify and patterns or correlation in sickness within your organization and put in preventative programme's.

Should a case escalate to an employment tribunal it's important to be able to demonstrate that all stages and steps within the case have been carried out correctly and within the assigned time frame as per the HR policies. A case management system will not only provide the tools to help resolve cases quicker and faster; you'll also be prepared to demonstrate that the case was compliant and managed appropriately, should they result in an employment tribunal.

When looking at the ROI of a case management system it's important to understand which areas provide immediate cost and time savings and this which will lead to cost avoidance and increased productivity through efficiency.

Find out more

To find out more about any of the topics discussed in this report, or for a case study or demo please email: **info@rldatix**

RLDATIX