ActionAid Case Study

Summary

- **Industry**: International Non-Governmental Organisation
- **Number of employees**: 2800
- **Region**: Africa, Asia, Latin America, Caribbean and Europe
- **Organisational focus**: Child poverty in Africa and Asia
- **HRMenterprise client since**: 2011

About ActionAid International

ActionAid International (ActionAid) is an INGO working towards creating a world free of poverty and injustice. ActionAid has been fighting poverty for over 40 years from over 45 countries, with a mission to work with poor and excluded people to eradicate poverty and injustice.

ActionAid was founded in 1972, as a child sponsorship charity when 88 UK supporters sponsored 88 children in Indian and Kenya, with an aim of primarily providing children with education. The international secretariat is based in Johannesburg, South Africa and operations are on a regional basis from Kenya, Thailand and Brazil.

ActionAid works with the marginalised communities to help them recognise, promote and secure their rights and own development. To achieve this ActionAid concentrates on education, women's rights, food rights, HIV/AIDS, democratic governance, trade justice and international aid and debt.

The issues faced

ActionAid is an organisation operating from 45 different countries. Lack of centralised control over the organisation’s Human Resource management and development was one of the key challenges faced by ActionAid. The organisation was in need of proper, systematic Human Resource solutions, as managing the entire organisation’s workforce was quite a complex and time consuming process. It was essential that they put in place an appropriate system to maintain all HR processes effectively.

ActionAid used a combination of disconnected, manual and computer-based applications to manage their HR processes. There was no completely automated, centralised HR system in place. This led to several complications when transferring data manually from one system to another, which also led to data duplication of employee information. Additionally, employee information was not captured to one central system, making it impossible for the HR management of ActionAid to sufficiently monitor and analyse data to create strategic plans to improve the quality of work of the employees. Thus clearly, the current HR processes did not meet the HR requirements of the dispersed workforce of ActionAid.

Application and management of leave was another key issue ActionAid encountered. Leave application was conducted using manual mechanisms with emails or postal mails. If an employee wished to apply for leave they had to email or mail the leave sheets to their respective supervisors or administrators for approval. Thereafter the HR department had to respond and record several leave applications from the many different countries which led to confusion and dysfunction among the HR staff and the employees.

ActionAid did not follow a consistent performance management process across all locations. This caused problems when measuring employee performance on a regional basis and conducting analyses between the separate regions. Simply, it did not allow ActionAid to
focus of strategic HR tasks such as talent management, conducting necessary training etc. as they were all using varying performance measures.

Due to these features of HRMenterprise, ActionAid discovered that it was the most suitable system for their organisation to manage their geographically dispersed workforce, and to increase efficiency and save time.

**Why ActionAid chose hSenid**

**HRMenterprise**

**Maturity**

One of the reasons ActionAid picked hSenid HRMenterprise was due to its maturity in the HR industry. This system has been subjected to intense evolutionary innovation for over 16 years while adopting and adapting to the latest global HR trends over time.

**Experience and know-how**

The reputation hSenid had as an expert in automating HR processes was another key factor that ActionAid chose the system. They found the employees at hSenid to be very knowledgeable, experienced and experts in the HR domain and latest HR technologies.

**Comprehensive system**

HRMenterprise is a very comprehensive system which is able to holistically manage the workforce of an organisation. It comprises of tools, frameworks and methodologies ActionAid required to effectively manage all its employees. This system stores all information in central servers and completely integrates all modules.

**Easy accessibility**

The system is easily accessible for all employees from anywhere, using any device with the use of the internet. Hence, an employee of ActionAid in Kenya will have access to the system in the same manner an employee of ActionAid in India has, the look and feel of the system will be exactly the same.

**Flexibility**

ActionAid was looking for a system that can specifically meet their HR requirements with ease. Thus, HRMenterprise possessed this important feature they were looking for. It is highly configurable in nature due to its ‘configurability over configuration’ principle. The system can be tailored to meet the client’s needs without major source code changes.

**Implementation of HRMenterprise**

The implementation process for ActionAid was conducted in two phases. In the initial phase the employee information manager, employee life-cycle, organisation structure, absence management and report navigator modules were implemented. With a few simple configurations to meet some specific requirements of ActionAid the system was ready to be used by all employees of ActionAid in all geographic locations.

The second phase consisted of the implementation of the performance management module. This is currently an ongoing process which is supplemented by an in-depth training program to the management of ActionAid, which was followed training to locations in all countries. This was done to ensure proper a change management program for the entire organisation.

However, there were a few problems that arose during the implementation process, most of which were due to the different countries not sticking to the project plans or not planning the necessary resources. Training programs delivered to certain remote areas were not very well conveyed due to poor connectivity and some language barriers; this was as ActionAid did not have enough funds to fly the vendors to the locations.

ActionAid needed a few alterations to their HR process after the implementation of the first stage, and whenever a need such as this came up ActionAid was able to contact hSenid’s global support center, who supported the queries immediately. ActionAid mentioned that overall the implementation went well as hSenid had experience and expertise in implementing HRMenterprise in organisations of various sizes in many different countries.

**Impact on the organisation**

The employees of ActionAid claim to have greater control of their information as the employee self-service function of HRMenterprise gives them easy accessibility to validate their information. It gives all employees the ownership for their leave
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The system encompasses a structured approach from talent acquisition, nurturing, managing tenure life-cycle, compensation & benefits and smoother employee disengagement. It consists of over 30 functional modules that are seamlessly integrated to enhance visibility, empower decision support and enrich employee engagement. HRMenterprise is encapsulated by world class best-of-breed processes and practices consolidated throughout many years of client associations.

The product has been modeled for effective employee engagement from operational staff though powerful self-service capabilities and mobile accessibility for corporate level staff and functional staff as well as enabling the accessibility for lower levels of staff though kiosk based devices.

Powerful scalable options stretch the abilities of the product to be deployed over multifaceted enterprises, including varying localisations and fulfilling statutory reporting needs. It also ensures that employee data are securely managed and end employee HR functions are under their control improving higher productivity and employee engagement with necessary accessibility options.

Successful deployment of the product gives you the surety of continuous returns on the investment whilst enabling the elevation of employees to fulfill the business needs of the organisation with optimum functional and enterprise level collaborations.

The report navigator module of HRMenterprise supports ActionAid’s management in their decision making processes. These metrics are used to analyse and predict HR related activities within the organisation, especially when analysing the dispersed workforce of ActionAid. It enables the management to generate any other reports on-demand.

Transparency and accountability are the primary values practiced within ActionAid, and HRMenterprise helps facilitate these very effectively. ActionAid was also able to keep track of some of their key matrices such as women in leadership roles, staff members etc. using this system. It also enables them to share this information with the wider group of employees.

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HRMenterprise is a comprehensive HRIS which contains all modules required to systematically manage any organisation’s human resources. It comprises of both operational and strategic modules which help streamline day-to-day function of the HR department and assist with HR planning.

This award winning HRIS has evolved with two decades of intense development and now serves over 700 clients globally across 18 diverse industries in 30+ countries.

Our Global Coverage

Contact Us

Log on to our website to find a partner in your region or send us an email for more information.

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