

Optimizing HR Business Processes and Planning Tools for a Leading CPG Company

The client is a leading manufacturer and distributor in the premium paint and coatings industry. Following the completion of a major digital transformation initiative within its Human Resources (HR) department, the organization identified critical gaps in the documentation of HR processes and their associated communication plans. This gap of comprehensive documentation hindered operational consistency, stakeholder alignment, and overall process efficiency, posing a significant challenge to the HR team's ability to support the broader organization effectively.

The client engaged Clarkston Consulting to address these challenges. This initiative was aimed at ensuring HR workflows were well-documented, accessible, and aligned with organizational objectives, supporting the client's commitment to operational excellence.

To achieve this, Clarkston partnered closely with the client's Change Management team. This included interviewing key stakeholders to document repeatable workflows, such as performance management, benefits, and large event-based training processes.

Additionally, Clarkston created a centralized repository to streamline access to HR processes and developed a tailored HR Programs Calendar to enhance overall communication strategies. The outcomes of this effort equipped the client's HR leadership team with organizational tools that helped enhance stakeholder engagement and improved operational readiness.

Consumer Products Case Study

PROJECT OVERVIEW



INDUSTRY:



Consumer Products

PRODUCTS
AND SERVICES:



Paints & Coatings

PRIMARY OBJECTIVES:

- Document key HR business processes
- Create a repository for communication and training assets
- Develop an HR Programs Calendar

RESOLUTION:

- Conducted user requirements gathering with HR leadership team for the HR Programs Calendar
- Identified the best technology software that aligns with the team’s existing systems and compatibility
- Created a template for business process documentation, capturing process details, stakeholders, and key business information
- Gathered existing job aids related to repeatable business processes for inclusion in the repository and within process documentation
- Identified the suite of HR department systems involved in each process
- Conducted interviews with Business Process Owners to thoroughly document key HR processes
- Developed a dynamic and editable HR Programs Calendar that met HR leadership team’s user requirements for planning and scheduling
- Implemented a centralized repository for housing process documentation, job aids, and the HR Programs Calendar
- Prepared and delivered a formal presentation to the HR leadership team, highlighting deliverables
- Facilitated a collaborative meeting with the HR leadership team to discuss how they would utilize the HR Programs Calendar and assess its compatibility with Phase 2 user requirements
- Conducted research on a Phase 2 HR Programs Calendar, including a high-level vendor scan
- Created comprehensive job aids for both users and program owners
- Conducted a knowledge transfer session that provided clear guidance on how to effectively use and manage the HR Programs Calendar

KEY BENEFITS:

- Delivered comprehensive documentation of operational HR programs in a well-organized, accessible format
- Enhanced user efficiency by creating a centralized, shared repository for easy access to HR resources and materials
- Strengthened cross-functional communication through the development of a shared HR Programs Calendar, accessible to HR leaders for better coordination
- Provided actionable next steps for implementing a Phase 2 HR Programs Calendar, tailored to leadership’s specific requirements

KPIs

- **Current State:**
Conducted 20+ meetings with 10+ HR team members, reviewed 20+ documents, and assessed 8 core business processes
- **Solution Development:**
Documented 8 core business processes, 6 additional business processes, 1 HR Programs Calendar, 2 user guides, and 1 shared repository with 50+ resources