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HR Case Management: A Foundation For Centralizing Employee Relations

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Agenda

ABOUT SALLY BEAUTY HOLDINGS, INC.

- Rationale / Challenges
- Formula for Execution
- Highlights of our Transformation
- Metrics

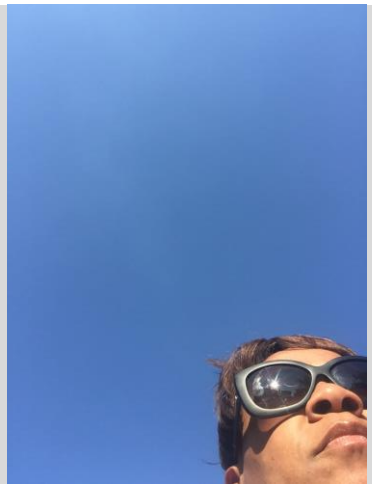
TODAY'S HR SERVICE MODEL

- Fine Tuning
- Top Takeaways



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Speaker Introduction



NAME: Shalonda Welborn

TITLE: Sr. Manager, HR Shared Services

FUNCTION: HR

COMPANY: Sally Beauty Holdings, Inc. (SBH)

EXPERIENCE: 18+ years in HR

EXPERTISE: HR Call Centers, HR Planning & Consulting, HR Program Management

ACHIEVEMENTS: Built the SBH HR Solution Center from the ground up. Monthly call center volume ranges from 8,000-11,000 phone calls, over 4,000 emails, and hundreds of paper submissions.

CURRENT PROJECTS: Driving change for key HR process efficiencies

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Speaker Introduction



NAME: Chuck Parker

TITLE: Sr. Manager, HRIS

FUNCTION: HR

COMPANY: Sally Beauty Holdings, Inc. (SBH)

EXPERIENCE: 17+ years in HR and Payroll

EXPERTISE: HRIS, Payroll

ACHIEVEMENTS: ServiceNow HR Data Integration

CURRENT PROJECTS: Spearheading paperless initiatives

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SALLYBEAUTY HOLDINGS, INC.



NAME: Sally Beauty Holdings, Inc.

INDUSTRY: Retail, Professional Beauty Supply Channel, Public

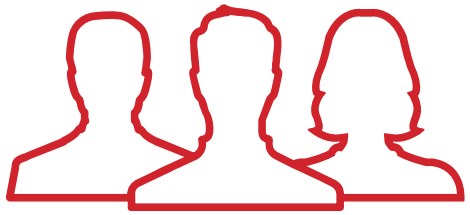
MARKET FOCUS: My company is an international specialty retailer and distributor of professional beauty supplies

COMPANY'S PRIMARY PRODUCTS: Hair color, hair care, hair dryers and hair styling appliances, Nail and skin care, Other beauty products

COMPANY LANDSCAPE: Born in New Orleans 1964, International operations w/ 5,000 stores worldwide, 27K+ employees, 11 HR Solution Center Team Members

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Rationale for an Employee Experience Makeover



Unable to Measure
HR Productivity



Hard to Forecast
Workforce Needs



Inconsistency in
Service Delivery



Reactive vs. Proactive
Services

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Employee Relation's Challenges

- Too long to address issues
- Too many locations (i.e. past emails, hard drives, employee files)
- No record of quantity or trends



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Formula for our HR Transformation

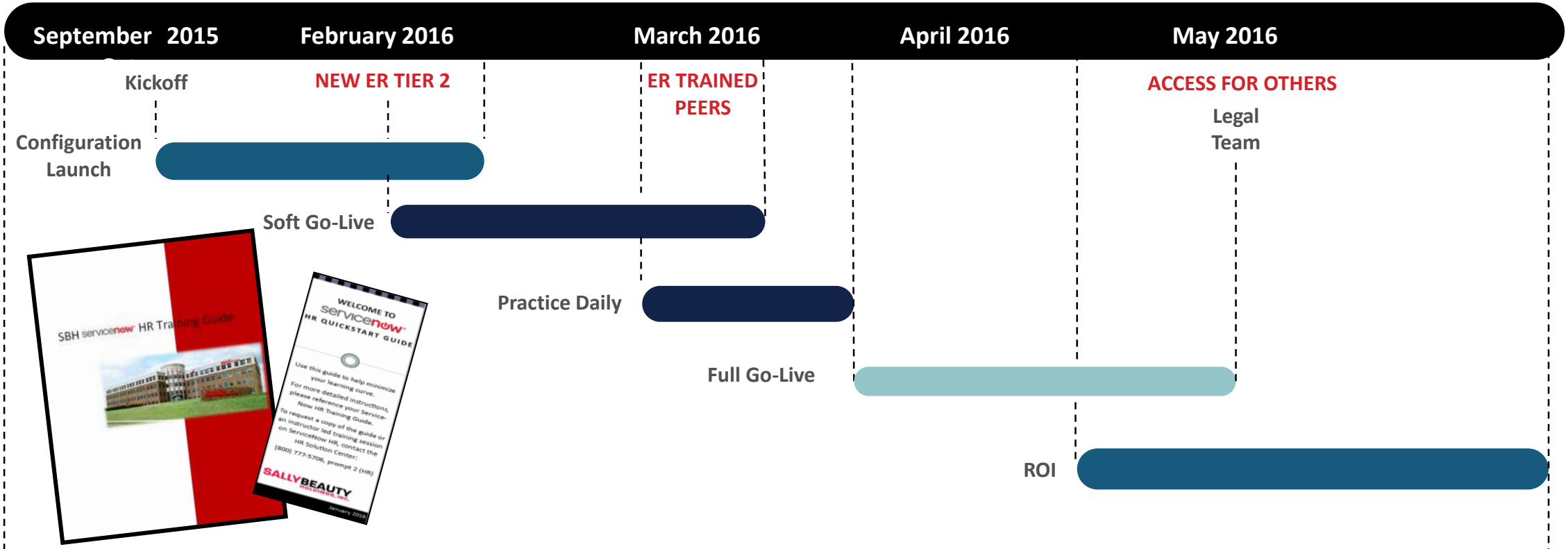
- Systematically track HR inquiries through to resolution, turnaround time, and trends
- Deliver case management metrics that “tell a story”
- Shed light on areas and processes within HR that are working well and areas that may have room for improvement
- Deliver better services to our employees



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Executing the Decision to Ensure Success

ServiceNow for IT working well: Ease of Use, Speedy Configuration, and Competitive Pricing = LET'S DO IT!

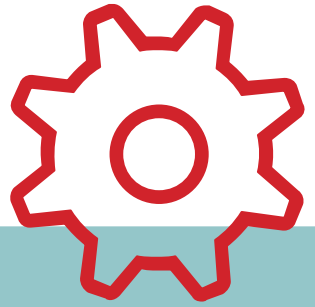


We conducted multiple direct change management sessions with all of HR.
We committed to daily scrum calls, limiting configuration changes. "We can fine-tune later."

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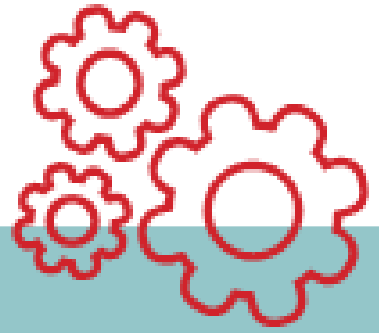
Highlights of our Approach

ServiceNow Benefits



- Quantifiable workload
- Accurate workforce planning and forecasting
- Real-time Metrics and FACTS
- Consistency in HR service delivery

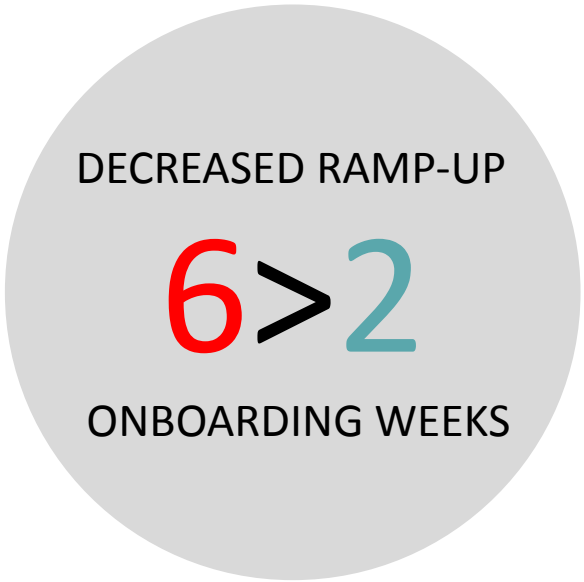
Bonuses with ER Centralization



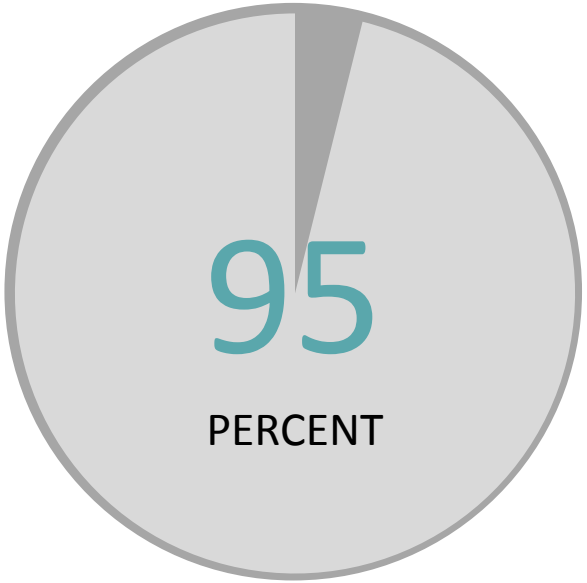
- Full visibility
- Streamlined Communications
- Quicker Case Resolution
- Focus on Strategy
- No more shopping for answers

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Measuring the Transformation



Tier 1: 18-24 month life cycle



ER Tier 2: First Call Resolution

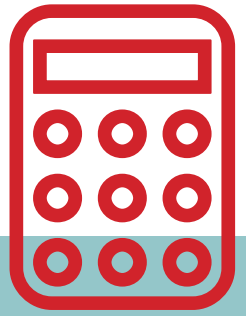


ER Cases: Target Resolution

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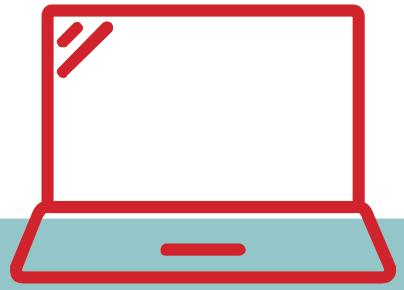
Standard vs ER “Call Center” Metrics

Standard



- Cases by Assignment Group
- Top 5 Case Categories
- Top HR Users (Performance)
- Case Reassignments

Employee Relations



- Ave Days to Close in ER
- ‘Heatmap’ by Geography
- Cases by Business Area
- Top ER Categories

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Today's Structure in our HR Service Model

Before



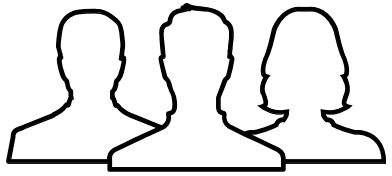
Employee Services

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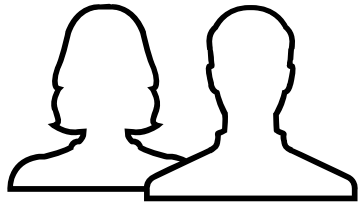
Human Resources

HR SOLUTION CENTER

Tier 1: Entry Level HR Generalists, with a Tier Supervisor



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Tier 2: ER Specialists

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SALLY BEAUTY

Repurposes

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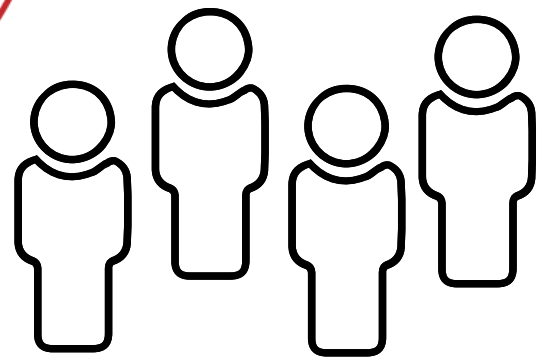
Worth of Work

COE's

Tier 2: Benefits, Payroll, Compensation, LOA, Compliance, Recruiting, L&D, & Employee Records

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FIELD HR BPs



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Fine-tuning

- Survey HR users often
  - Evolve with the business
  - Unlimited opportunities
- Hardest Challenge … Avoid perfection!
  - Go with the Majority
  - Always a request for more categories
- Next Steps
  - Core Team still engaged for upgrade



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Top Takeaways

1

Increase collaboration and service delivery amongst HR Teams

2

Minimize legal risk by increasing consistency in ER

3

Transform by strategically addressing company wide concerns

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Thank You

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Q & A

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