

Case Study: Federal Bureau of Investigation Strengthens the HR Organization

EquaTerra Helps the Agency Plan for Transformation

At a Glance

Company Profile

Headquarters: Washington, D.C., U.S.
Industry: The FBI protects and defends the United States against terrorist and foreign intelligence threats, upholds and enforces the U.S. criminal laws and provides leadership and criminal justice services to federal, state, municipal and international agencies and partners.
Size: A total of 30,626 employees, including 12,617 special agents

Services Featured

- HR Strategy and Assessment
 - Benchmark Operations
 - Current Spend Baseline
 - Future-State Service Delivery Model
- HR Transformation
 - Sequence Plan
 - Gap Analysis
 - Service Level Metrics
 - Key Role Descriptions
 - HR Dashboard Mock Up

Business Processes Involved

- Human Resources
 - HR Services
 - HRIT
 - Payroll

Executive Summary

This case study examines how the Federal Bureau of Investigation, working with EquaTerra, adopted an HR transformation plan that incorporates best practices to better focus on the customer, reduce service overlap, link related service delivery functions and consolidate services in key areas.

Business Challenge

The FBI's Human Capital Branch wanted to develop an optimum HR service delivery model that considered shared services models and internal HR operations used by other Federal agencies. The organization hired EquaTerra to assess the FBI's current HR environment and benchmark its operations against those of comparable organizations and industry best practices.

How We Helped

The Bureau's Human Resources Branch supports more than 30,000 employees. EquaTerra conducted an assessment of the Bureau's HR service delivery model. EquaTerra defined a current spend baseline, a future-state service delivery model unique to the agency's environment and provided transformation guidance, which included:

- Sequence plan
- Gap analysis
- Preliminary service level metrics
- Key role descriptions
- Mock-up HR dashboard

The project was placed on a 12-week completion schedule, with some flexibility allowed for possible challenges to the collection of classified data. Also, some HR and related services studies conducted in the years prior to this project used lengthy and repetitive stakeholder interviews that had caused fatigue among interviewees. While these studies had been regarded as informative, they left no actionable recommendations for change or improvement. EquaTerra leveraged the data collected in the previous studies to limit the impact of the assessment and minimize the affect upon daily operations.

The results of benchmark comparison efforts revealed that both the FBI's HR staff-to-employee ratio and HR cost per employee were high by industry standards. In fact, EquaTerra estimated that the agency's HR cost per employee exceeded the industry median by approximately 19 percent.

The EquaTerra assessment resulted in the realignment of the FBI's HR service delivery team, ultimately supporting and positioning subject matter experts into consultative roles, and leveraging scale for repeatable transaction-based activities.

Key Learnings

As a result of the evaluation of service delivery options, including reengineered internal HR operations and Federal shared services centers, EquaTerra recommended the realignment of internal HR services and operations by way of:

- Creating HR Functional Centers of Expertise that align existing resources with specific subject matter expertise
- Establishing HR Service Delivery Centers
- Creating a leadership and governance function lead that reports directly to the Executive Assistant Director of HR

The realignment is designed to shift service focus to the customer, reduce service overlap and link related service delivery functions within one of five key areas:

- Compensation, benefits and rewards
- Organizational development
- Workforce deployment
- Human capital services
- Learning development and delivery

EquaTerra recommended the consolidation of services under key areas as the best way to create clear ownership and single points of contact in HR lines of business, enable HR to capitalize on subject matter expertise, reduce disconnects (primarily in compensation) and reduce time required in staffing through workload sharing.

In addition, EquaTerra recommended that the FBI establish service level agreements with the HR Service Delivery Centers to establish expectations and promote accountability while driving improvement. As part of its recommendation, EquaTerra defined individual service level agreement (SLA) parameters as they related to each in-scope HR process.

The project's in-scope HR processes included HR services, Payroll and HRIT support. An internal HR service center is now being established as a result of this recommendation and as part of a service transformation to create a customer-centric environment. Federal HRIT options are being evaluated as additional Federal solutions are developed. For example, EquaTerra identified a critical need for a workflow tool that would allow for improved measurement and increase accountability for HR activities.

To complete its HR transformation recommendation for the FBI, EquaTerra presented an action plan designed to guide FBI leadership through its transition journey toward the desired future state of the Human Capital Branch. Implementation of the action plan will take a year to complete.

Advisor Insights

Empowered with the 12-month action plan, the FBI is prepared for an HR transformation designed to bring about positive changes in the organization. By achieving this set of critical success factors and key steps within the timeframe outlined by EquaTerra, the FBI will ensure the success of its HR transformation initiative.

About EquaTerra

EquaTerra sourcing advisors help clients achieve sustainable value in their IT and business processes. Our advisors average more than 20 years of industry experience and have supported over 2000 transformation and outsourcing projects across more than 60 countries. Supporting clients throughout the Americas, Europe, and Asia Pacific, we have deep functional knowledge in Finance and Accounting, HR, IT, Procurement and other critical business processes. EquaTerra helps clients achieve significant cost savings and process improvement with internal transformation, shared services and outsourcing solutions.

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