

Streamline HR Execution to Instill Rigor

Case Study: Ahold Delhaize

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Issue

- ✓ The HR team manages a high volume of complex projects, programs and initiatives.
- ✓ Coordinating resources and priorities among multiple HR functions, and the downstream impacts for implementation within group functions, regions and brands was a challenge.
- ✓ Priorities lacked alignment and visibility across subfunctions.
- ✓ The team needed a practical solution to oversee and coordinate work for optimized delivery of intended outcomes.

Action

Ahold Delhaize developed a focused portfolio management approach to narrow the HR function's scope of work, evaluate resource allocation and assess progress, ensuring all of HR's work is supportive of strategic outcomes.

Insights



The “P” in “PM” is as much about people management as it is about project management. You can create the best process and the simplest of tools, but you must have the right people and conversations at the right time to ensure success.



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Rigor begins by defining project scope. The criteria for portfolio-eligible projects are:

- ✓ Global or regional scope
- ✓ Large-scale changes with multiple stakeholders and/or countries involved
- ✓ New initiatives and first-time pilots
- ✓ Both short (min. three months) and long-term duration projects; end dates must be defined
- ✓ Executive-level sponsorship must be defined

The maximum number of projects was determined:

30-40% of HR's overall work volume is project-based, with the other 60-70% being business-as-usual work

Next, a project management approach was implemented:

- ✓ **Initiation:** A business requirement is identified, and a project charter is created to request to add a new project to the Global Portfolio
- ✓ **Assessment:** HR Leadership Team determines whether the project should be approved and placed on the project list
- ✓ **Approval:** HR Leadership Team determines whether the approved project is placed on the backlog or initiated into an active project
- ✓ **Execution:** Project progress and status are updated via the Global Portfolio document and monitored during regular HR Leadership Team check-ins

This summary of projects and programs does not represent the entirety of projects (i.e., excludes business-as-usual work, including HR practices and change requests) in the HR domain, but rather those that require focused attention, input and decisions from the HR Leadership Team.

The process requires stakeholder commitment and courageous dialogue to assess resource capacity and progress. All HR employees were offered Project Management training in an effort to build the overall PM capability within the function.



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Result

- ✓ A more structured, focused and deliberate approach to managing the overall workload within the HR function, reducing overload and improving employee satisfaction
- ✓ Improved accountability and an ability to link to strategic outcomes
- ✓ A move from XX active initiatives to YY in the first round

First step

Understand the function's current state by capturing existing work underway and where resources are deployed.

Key opportunity

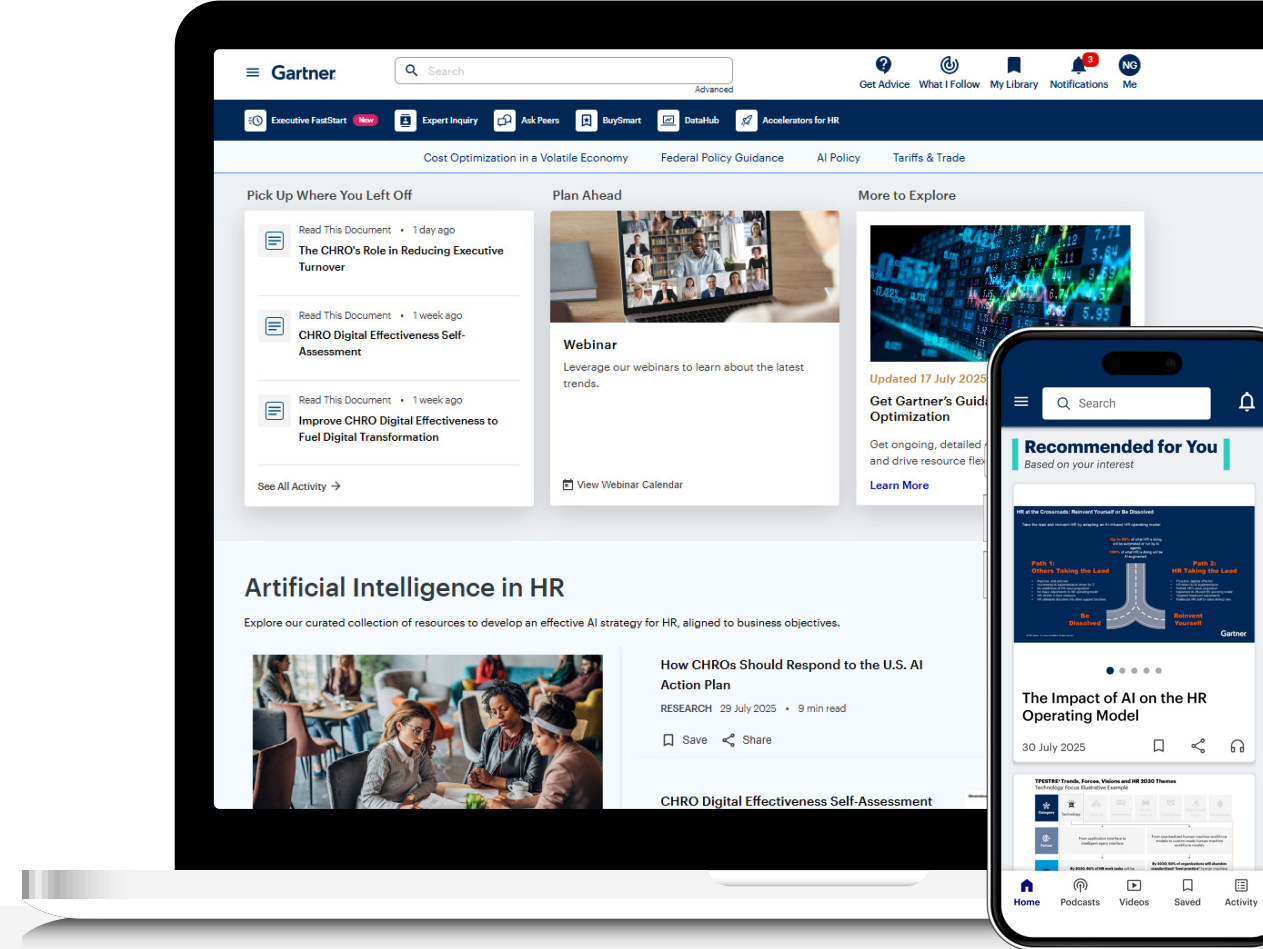
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