

Streamline Operations With HR Transformation

Case Study: Hershey



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Issue

Hershey has been on a transformation journey, where HR was needed to play an enabling role in the business with sufficient capacity to support. They needed transparency on how resources were being leveraged to ensure that the new operating model was functioning as designed, and that the function was disciplined on what work they do and what they do not do.

Historically, the HR function lacked the project management capabilities, tools, processes and forums to properly scope, execute and sustain strategic projects. This led to reactive decision-making, siloed execution and limited visibility into where teams were spending time. Teammates consistently reported burnout and unsustainable stress levels due to conflicting priorities and the number of projects.

Insight

Invest up front in setting a foundation with simple and easy-to-use templates, tools and processes. Discipline and consistency drive maturity, scalability and long-term success.



Action

Hershey established a Program Management Office, establishing the following components to install rigor, discipline and consistency in how they work:

- ✓ **Integrated portfolio:** All projects and business-as-usual activities are captured in a single planning tool to create visibility across all workstreams
- ✓ **Resourcing:** Clarity on people and expertise needed are allocated across projects and critical business-as-usual processes
- ✓ **Review forums:** Preset meeting forums to move decisions forward using consistent templates to limit prework
- ✓ **Scoping of work:** All new projects are scoped, and the leadership team is responsible for prioritization, resourcing and funding aligned to strategy and business value
- ✓ **Scorecards:** Strategic and operational outcomes are consistently tracked and reported through set meetings
- ✓ **Change management:** Significant investments in training and other efforts, including stakeholder alignment, office hours and intervention support, were made to ensure adoption and set teammates up for success



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Result

- ✓ **Integrated portfolio:** A comprehensive view of work progress and timelines with weekly status updates, including risks, issues, dependencies or decisions needed
- ✓ **Resourcing:** Proactive management of gaps and capacity issues reduced burnout and improved overall employee experience
- ✓ **Review forums:** Timely engagement of the right decision makers at the right time with limited prework
- ✓ **Scoping of working:** Ensured all work is aligned to strategy and business value
- ✓ **Scorecards:** Enabled consistent tracking of objectives, progress and risk mitigation in real-time across the HR portfolio

First step

Engage an outside partner to upskill project leads in project management basics, implement consistent templates and deploy a PM tool for integrated visibility.

First, triage projects in motion, then scale through new projects and core business-as-usual processes.

Then, facilitate workshops (Make a Plan Day) for project leads and leadership to overlay project plans and identify:

- ✓ Untracked dependencies and risks
- ✓ Opportunities to improve delivery efficiency and employee experience
- ✓ Misaligned timelines or expectations

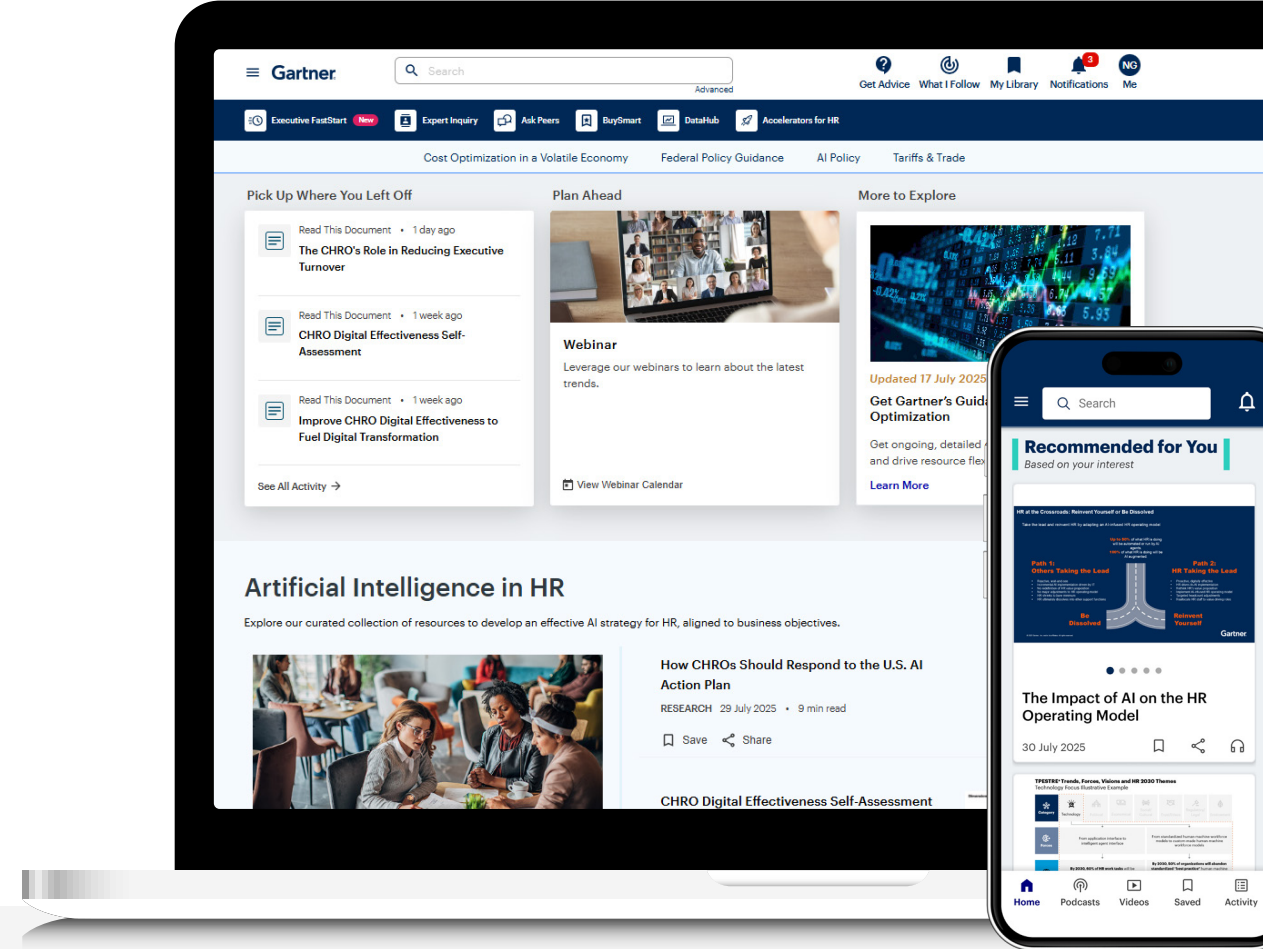
Key opportunity

Establish a data-driven view of where resources are being used. Use this insight to guide prioritization conversations with leadership, ensuring a clear understanding of capacity and flexibility. Without this visibility, decision making is slow, and teams risk being unintentionally overburdened.

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