

AVAYA CHOOSES CONVERGYS FOR IMPLEMENTING GLOBAL HR SERVICES

INDUSTRY. COMMUNICATIONS

SOLUTION. IMPLEMENTING GLOBAL HR SERVICES

THE CLIENT

Avaya Inc. is a global leader in communication systems, applications and services. Avaya designs, builds, deploys and manages networks for more than one million businesses worldwide, including more than 90 percent of the FORTUNE 500®, nonprofit agencies and the U.S. government. These organisations rely on Avaya for reliable, secure networks that facilitate customer relationships, enhance productivity and maximise profitability.

THE BUSINESS CHALLENGE

In 2000, Avaya was spun off from Lucent Technologies—which meant that it had to get an HR function up and running quickly. The spin-off required Avaya to implement a new ERP system in 90 days (Avaya selected SAP). It also required that they establish the appropriate technical infrastructure to support a global workforce, and the most effective mix of regional and local HR operations.

After evaluating their options, Avaya determined that a global HR service delivery model would serve their needs better than a country-by-country approach. The organisation strived to implement and maintain one process, one payroll system, and one internal function to support the business in a global manner. With this approach, Avaya knew they could increase data accuracy, deliver data faster and more cost-effectively, and establish a self-service employee culture. To achieve this end, Avaya developed employee service centres in the UK, Singapore and the US to manage payroll, benefits and HR administration, along with employee master data administration and employee life cycle management.

After establishing their global HR Shared Services group, Avaya wanted to explore new ways to optimise HR service delivery and drive further efficiencies, while at the same time pursuing a range of strategic HR initiatives. They wanted to be able to reduce HR transactions and costs, leverage

internally built systems and operations, and manage a disparate worldwide workforce, while driving increased value through measurable HR services.

Avaya realised they could take HR to the next level through outsourcing. They looked for a partner who could optimise their current operating environment, and selected Convergys Employee Care, outsourcing a range of HR activities to Convergys beginning in June 2003.

THE CONVERGYS SOLUTION

The Convergys solution doesn't require a fixed software platform; instead, we recommend the technology that works best for the client's unique situation. In the case of Avaya, our technology approach was to protect and leverage their investments in SAP and other technologies, such as internally developed workflow and manager self service tools. Leveraging their internally built systems and operations helped us to keep costs down. And applying our best-practice methodologies allowed both companies together to redesign processes to further streamline operations and gain greater efficiencies.

As part of the outsourcing arrangement, Convergys acquired Avaya's global HR operations network of employee service operations serving Europe, the Middle East, Africa and Asia Pacific. Convergys reorganised these operations by turning them into global shared service centres, driving further efficiencies and lowering costs.

Now, Avaya's workforce is supported by Convergys through a network of state-of-the-art global service centres in the UK, Singapore and the US. These centres are linked via Avaya technology to local HR offices in Australia, China, India, Israel, Japan, and Russia—an arrangement that allows Avaya to gain the efficiencies of global workforce management while



meeting the varying needs of employees in specific countries. In all, Convergys is supporting some 14,000 Avaya associates located in 52 countries across Europe, Asia, and the Americas, and providing HR services in more than 20 languages.

Working together, Avaya and Convergys have consolidated processes and systems in these centres, which handle everything from benefits and payroll administration to employee life cycle management needs. Through the global shared service centres, Convergys services Avaya employees with a high degree of consistency, and service levels and response times are contractually guaranteed.

Specific services that Convergys Employee Care provides for Avaya include:

Recruiting and Staffing Solutions

- Drug Screening and Background Checks
- Offer Management Services
- Separations
- Force Management Plan

HR Administration Solutions

- Employment Verification
- I-9 Document Handling
- Compensation Event Support
- Performance Management Support
- Support of Mergers, Acquisitions, and Divestitures
- Data Maintenance
- Organisational Change Control
- Executive Data
- HR Inquires
- Chat/Email/Phone/Mail/Fax

Payroll Solutions

- Time and Attendance Services
- Pay Data Management Services
- Payroll Administration
- Sales Compensation
- W-2 Support
- Government Reporting
- Payroll Inquires
- Chat/Email /Phone/Mail/Fax

Benefits Solutions

- Benefits Delivery Services
- Avaya Stock Plan Administration
- Leave Management

Learning Solutions

- E-Learning Services

THE RESULTS

Avaya is expected to realise savings of 30+ percent each year. In addition, with staff members at each centre leveraging case management and knowledge management tools, responses have been faster and more accurate, with 80 percent of cases closing within five days, compared to 50 percent within 10 days three years ago.

At a higher level, Avaya's outsourcing arrangement with Convergys is helping decision makers gain a more holistic view of the workforce, and is helping to foster an HR self-service culture among employees. And sophisticated business intelligence tools will let Avaya track the efficiency of HR programs with greater precision and develop a forward-looking understanding of workforce trends and patterns.

FOR INFORMATION ON OUR PRODUCTS AND SERVICES, PLEASE CALL:

- | | |
|------------------|----------------|
| 1 800 344 3000 | United States |
| 1 513 458 1300 | United States |
| +44 1954 714735 | United Kingdom |
| +65 6557 2277 | Singapore |
| +55 11 5102 1800 | Brazil |



www.convergys.com