

Best practice case study

Drawing on internal knowledge through efficient planning at a mid-sized consultancy firm

LESSONS LEARNED

- >> Bring together expertise from across the organisation where possible
- >> Put into place clear lines of responsibility and decision-making authority
- >> Think through risks and the implications of auto-enrolment for workers

Gemma is the HR director of a mid-sized consultancy business in the UK, which employs about 300 staff and has now passed its auto-enrolment staging date. *"We put in place an auto-enrolment project team, which comprised the managing director of our firm, representatives from finance, IT, payroll and internal communications, and myself as the representative of the HR team."* Having internal communications on board from the outset ensures a clear strategy for communicating change across the business.

"HR could not have administered auto-enrolment alone because the regulations go across so many different areas of expertise. The advantage of bringing a team together is that we were able to tap into everybody's skills and experiences to create the best project possible." Bringing multiple stakeholders together can have drawbacks, but these are not insurmountable. *"The more people you have in a room, the more views there are to reconcile,"* Gemma says. *"We overcame any differences very quickly, and put in place clear roles and responsibilities for the*

members of the project team to make planning as efficient as possible."

The organisation considered changing pension provider, but ultimately did not change. *"As part of the planning process we looked at our existing pension scheme, and what the additional costs and risks would be involved with auto-enrolment. We did make some changes to the qualifying criteria for staff in advance of auto-enrolment. For example, to incentivise and engage staff we now increase pension contributions as staff move up from non-manager to manager roles."*

What advice would Gemma pass on to other organisations looking to implement auto-enrolment successfully?

"When assessing risks during planning, try to think through how auto-enrolment may impact workers directly. Will it change their attitude to pensions? For many of our graduate trainees joining the firm from university, pensions have become a much more important priority than previously."