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**FREE HR
MANAGEMENT
REPORT**

Next-generation HR Shared Services

How to take customer service, efficiency and savings to a new level

- Achieve continuous cost-saving, productivity and services gains
- Develop a customer service culture in shared services
- Enhance the status of HR shared services in your organization
- Extend shared services from transactional to strategic activities
- Improve the contribution of shared services to corporate success
- Take full advantage of technology to improve self-service
- Master the change management challenge



Realising the full potential of HR shared services

Next-generation HR Shared Services reveals the key to developing the full potential of HR shared services in the context of the changing role of HR and the drive for greater corporate effectiveness. Whether you are planning to introduce shared services, or extend the scope and range of your current HR shared services operations, this Report provides you with the practical advice and useful tips to make a success of your initiative.

Discover how high-achieving HR shared services are successful not just in terms of cost savings and service improvement but also in making better use of HR resources to improve business performance. The Report distils the valuable lessons HR shared services practitioners have learnt.

- Find out how leading companies including Eastern Health Services, Keybank, Procter & Gamble, Scotiabank, Surrey County Council, Statoil and Sun Microsystems achieve superior results.
- Benefit from expert advice on planning and implementation from experts at Atos Origin, Deloitte, the Hackett Group, In Partnership UK, Metavec, PricewaterhouseCoopers and Watson Wyatt Worldwide
- Adapt smart practices identified in **Next-generation HR Shared Services** to develop and constantly improve the value of HR shared services.



Key Questions Answered

Next-generation HR Shared Services provides answers to many of the most frequently posed questions about shared services:

What are the respective merits and benefits of outsourcing and shared services?

How big a change management task can you expect in introducing shared services?

How do you win over key stakeholders in a shared services initiative?

What should be transferred to shared services and what criteria influence the decision?

What are the best ways of developing a customer-service culture?

Is it best for shared services be operated on a commercial or overhead basis?

How do you overcome resistance from business and HR to the introduction of shared services?

In what ways can information and communications technologies improve the effectiveness of shared services?

How do you keep senior management engaged?

Should you recruit new blood or draw on the skills of existing HR staff?

How do you decide whether shared service centres should be local, regional or global?



Are lower costs or higher service the real litmus tests of success?

How can you keep evolving the shared services model once it is up and running?

How can we plan for the next phase in the development of HR shared services?

To download a free case study from Next Generation HR Shared Services visit: www.business-intelligence.co.uk/re/shared

Guidance and Expert Advice



Drawing on this wealth of practical experience and expert advice, the Report explains how to set appropriate goals for customer service, improved HR effectiveness as well as performance improvement and culture change. Armed with this Report, you will also discover how to avoid common planning and implementation problems – especially in change management - and anticipate where the problems are likely to arise and how to deal with them.

Next-generation HR shared services puts the latest smart thinking, proven methods and techniques at your fingertips so that you can plan your next steps in your shared services journey with confidence.

Next-generation HR shared services also shows the story behind sustained performance improvement at companies including:

- KeyBank has continued to drive efficiencies via the shared services model, reducing its 120 centre employees to 70
- RBS shared services generated £40 million in savings between 2001 and 2004 and achieves productivity benefits of about eight percent per year.

Learn from top consultants

Throughout the Report, you will find comments and advice from leading consultancies and benchmarking firms including: Atos Origin, Deloitte, the Hackett Group, In Partnership UK, Metavec and Watson Wyatt Worldwide

How to claim improvements in customer service and other benefits

Most companies recognise that improving service is as important as reducing costs. Discover how

- Statoil created a single point of contact and greatly improve responsiveness to manager and employee enquiries
- The Royal Bank of Scotland balances efficiency, customer service and risk to maintain a range of benefits for the business
- KeyBank capitalises on shared services to improve privacy, security and confidentiality of HR data – as well as compliance with Sarbanes-Oxley.

How to drive out the costs

The report takes you through the methods used by companies to make dramatic cuts in their costs:

- Between 1999 and 2003, Procter & Gamble reduced its HR cost base by about 20 percent and the HR headcount by a third
- Eastern Health Shared Services took 15 percent out of its operating costs
- Statoil's HR shared services is well on its way to deliver its target of NOK 500 million (£45.5 million).



Free HR Management Report

When you purchase New-generation HR Shared Services we'll throw in a free management report from our HR Portfolio. Choose from:

World-Class HR ♦ *Redefining Strategic HR* ♦ *The Total Reward Report*
Transforming Internal Communication ♦ *Talent Management Strategies*
Creating the HR Scorecard ♦ *World-Class Change Management*

See order form for details of how to claim your free report

World-class Case Studies

Based on interviews with eight leading edge practitioners of shared services strategies, **Next-generation HR Shared Services** features detailed case studies that illustrate the kinds of practical issues that every company encounters. Examples are drawn from the public and private sectors and include organisations operating on national and global scales:

Eastern Health Shared Services (EHSS)

Such was the success of the shared services intervention within the Eastern Health Region Health Board of the Republic of Ireland that it has become the template for a new organization to serve the whole of the nation's health service. Learn how fostering pride and professionalism in shared services staff was critical to delivering both service excellence and cost effectiveness. The case study describes how EHSS's shared services back-office transaction processing and administration handling was an integral part of a wider focus on simplifying and improving service delivery.

KeyBank

US-based KeyBank was a pioneer of HR shared services and the deployment of self-service and call-centre technologies. Learn how the shared services centre has evolved over the past decade, how it has become a centre of excellence for web-based HR technologies and is now pioneering new approaches to service delivery – including taking HR shared services out of the HR organization.

Statoil

Statoil has implemented a global business service (GBS) organization that pulls together shared service operations for HR, finance, IT, administrative procurement, communication and facilities management. Discover how the HR shared service centre is helping drive GBS toward its goal of being a world-class provider of business services by 2010. Learn too how the performance of HR shared services, as with the company's other shared services functions, is steered by a standard balanced scorecard framework and a GBS-wide continuous improvement programme.

Procter & Gamble

Despite achieving stunning benefits from the shared services approach Procter & Gamble outsourced its HR shared services operation to IBM in 2004. The case study looks at the reasons behind the decision as well as its take on the respective merits of shared services and outsourcing.

Scotiabank

Scotiabank HR shared services sets out to free the time of frontline bank staff to focus on the external customer. Learn how customer-centricity was integrated into shared services, how shared services is increasingly becoming a centre of expertise and why the bank opted for partial virtualisation of the centre with some staff working remotely.

Sun Microsystems

At the turn of this decade Sun Microsystems redesigned HR according to a four-quadrant model, of which shared services is an intrinsic element. The shared services component was an in-house service centre which has become regarded as a benchmark operation for other HR organizations. In recent years while some of the other components of the HR delivery model have been tweaked, shared services has seen dramatic change, with an in-house model replaced by an outsourcing solution. Learn why outsourcing was seen as the next logical step for the organization.

Surrey County Council

Surrey County Council launched a shared services organization as part of a wider initiative to drive process standardization and simplification through an SAP implementation. The case study shows how a three-phase shared services rollout that sequentially focused on 'survival', 'demonstrating competence' and ensuring that 'the customer is king' was used to establish the shared services solution.

Plus ... many more examples from leading companies such as Royal Bank of Scotland, New York Times, InterContinental Hotels Group and Diageo.

Free In-Depth Best Practice Case Study

Find out how you can benefit from 'Next Generation HR Shared Services' with this in-depth case study. It delivers just a fraction of the value you can expect by obtaining the full report with numerous case study examples.

Download your free sample case study from this report at:
www.business-intelligence.co.uk/re/shared

Roadmap to Success

“The next evolution is the tracking and redirecting of people through self service channels”

*Steve Joyce, HR practice leader,
The Hackett Group*

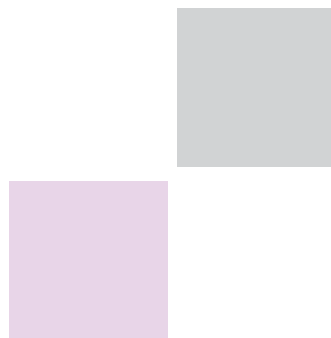
The pathway to successful implementation

Based on the experience of organisations that have dealt effectively with the challenges presented by introducing HR shared services, the Report sets out a planning and implementation roadmap and provides guidance on the main issues at every stage:

- Winning management support
- Planning for success
- Designing processes for efficiency and service
- Choosing the right location
- Communicating and consulting with key stakeholders
- Building and motivating a strong staff
- Creating a new service culture
- Setting the right organizational goals
- Applying the right measures of success
- Driving the process forward.

“Releasing HR professionals to do value-adding work was one of the main reasons for creating shared services in the first place”

*Beth Fegan, Director,
Empoyee Services, KeyBank*



To view a complete contents listing visit
www.business-intelligence.co.uk/re/shared

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