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HR Shared Services (HRSS): Model and Trends

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Abstract

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Keywords

HRSS, HR Shared Services, HRBP, shared services, global business service, GBS, HR generalist, customer experience, digital evolution, user journey, best-in-class, trends, metrics, customer service, employment resource planning, ERP, HRIS, HR information systems

Comments

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HR Shared Services (HRSS): Model and Trends
Fall 2017 - CAHRS RA Project - White Paper

Danielle Collier & Catarina Levita Schallenbach

I. Methodology

The findings of this research project are based on interviews with 44 Human Resources (HR) leaders across 39 national and international companies within 15 industries ranging from manufacturing to consulting services. The interviews ranged from 45 minutes to one hour, and sought to understand models, best practices, and trends. The interview included questions about employee experience, technology, and the integration between HR Shared Services (HRSS) and the overall HR Organization. To provide background information and data, the HR leaders answered a short survey, giving details about the structure of their HRSS, locations, areas of HR that had work performed in the shared services organization, systems, and technology capabilities.

II. The HR Operating Model

Many companies are now in an HR framework that is referred to as the "three-legged stool" model that has Human Resources Business Partners (HRBPs), alongside Centers of Excellence (COEs) and HRSS. With the evolution of the HR operating model, HRSS or HR Operations has continued to drive value in process excellence and add value to the business by taking on much of the transactional work and allowing COEs and HRBPs to focus on transactional work as the model is designed.

As we interviewed companies about their HRSS journey, we identified three areas of evolution: the overall model or structure of the HRSS Center or offerings, the focus and main drivers of the HRSS center, and new advancements in technology that have driven process excellence.

III. The Evolution of the Shared Services Model

The Shared Services model evolution shows the progression of how HRSS has organized itself to provide HR services to the organization. Many companies began their shared services journey in a decentralized model, moving next to a centralized and standardized model and finally to a complex and global-facing model. Overall, our interviews found that the companies are across the spectrum but generally moving towards the standard of the final stage in the progression.

1. The **decentralized model** refers to companies that do not have a true shared services area. It is the responsibility of COEs and HRBPs to provide HR services to employees. Twenty one percent (21%) of the companies are in a decentralized model, though every company we spoke to

discussed an interest or goal to move from a completely decentralized model to something more centralized. Companies varied as to where they landed on this continuum.

2. The **centralized and standardized model** is the next level of evolution for most centers. In this stage, the companies have structured an HRSS center, and are providing transactional HR services in areas such as payroll, benefits, and job leaves. The services are provided to the employees in a standard manner. Forty six percent (46%) of the companies are at this stage, with a good number of those indicating that they plan to or are currently moving toward the third level.
3. The final and current evolution is the **complex and global model**. In this stage, the companies have now included many different HR functions and activities into their HRSS centers, such as compensation, recruiting, and performance management. The HRSS in this model stage is developing global processes, and incorporating as many repeatable transactions from COEs/HRBPs as possible. Thirty three percent (33%) of the interviewed companies are at this level.

HR Functions and Activities Inside HRSS

Many companies are moving more and more HR areas into their shared services environments. Essential services include system support, policy questions, back office administration, and data entry. However, some companies are moving beyond simple transactional and call center work, and giving HRSS operational responsibility for processes as well. For example, in recruitment, HRSS might be responsible for scheduling interviews, filling in new hire paperwork, sending offer letters, and doing background checks.

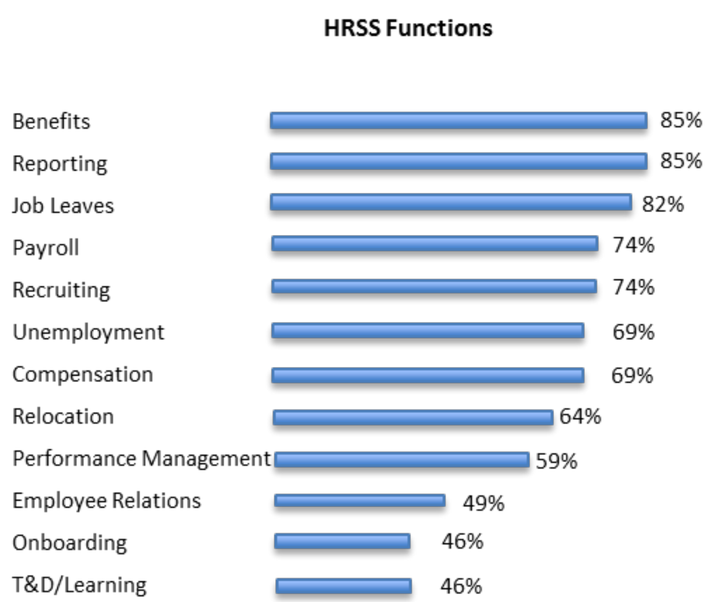

Figure 1.1

Figure 1.1 shows survey data from our interviewed companies in response to the question, “Which functions are included in your HRSS?” The responses were self-selected and it should be noted that we did not clarify how much of that particular activity was in HRSS as compared to other areas of HR;

rather, we hoped to understand which HR functions had any type of work or activity in the HRSS purview. Full survey results are available in Appendix B.

Interestingly, 85% of the companies have some reporting functionality inside shared services. This shows that they are leveraging the data that sits within their systems. Thirty nine percent of companies that provide reporting have self-service capabilities for HRBPs and managers to access the reports they need on-demand.

HRSS Centers Around the World

Every company except one had at least one HRSS center in the United States. The heat map below in Figure 1.2 shows the countries in which companies have centers located. The drivers that influence the decision of the center locations are workforce availability, language, and size and influence of the country in the organization. Full results are available in Appendix C.

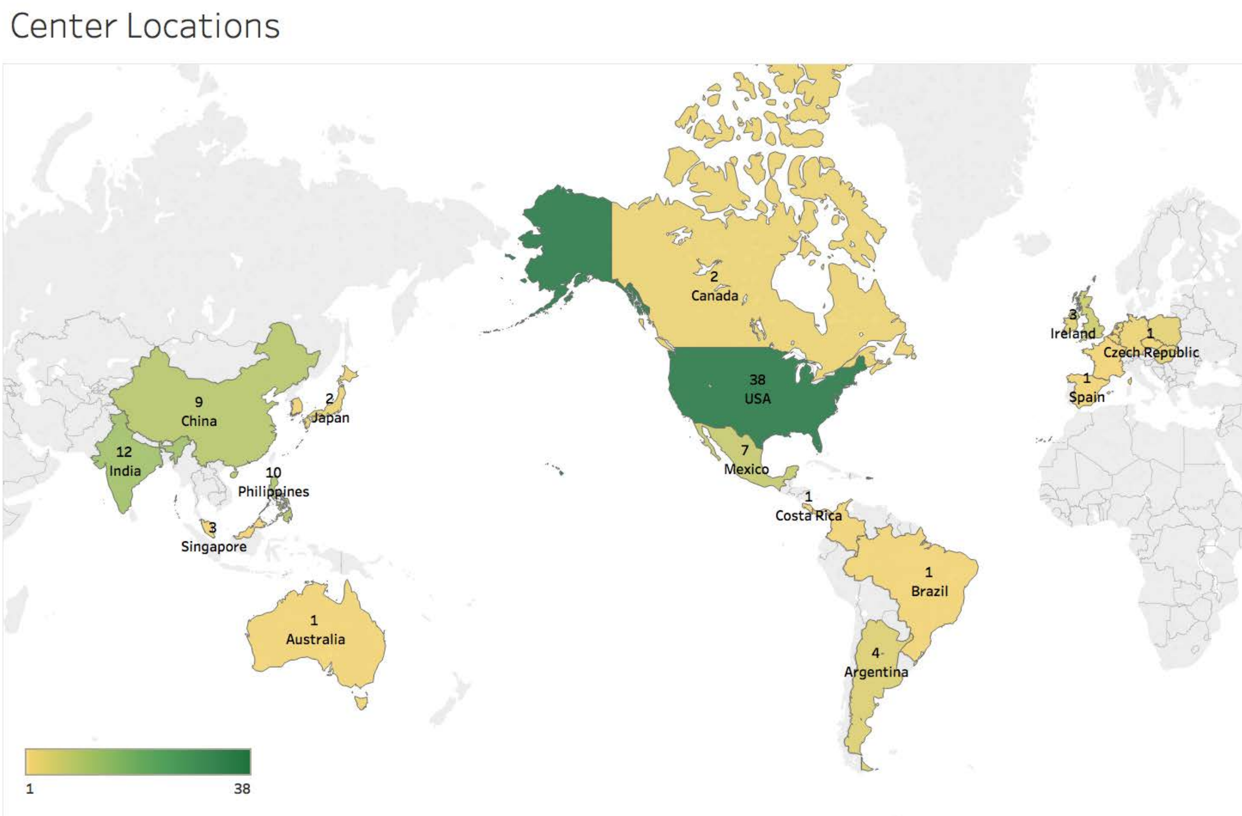

Figure 1.2

Trends and Insights around the HRSS Model and Structure

Our research uncovered three major trends that are influencing the structure and model of HRSS.

1. Thirty nine percent (39%) of interviewed companies are moving towards **tailoring the services** that they provide to employees. The idea is to provide employees with information that is more personalized just for them, such as specific information related to their geographical location or their

employee group. The companies reported that employees are more willing to engage with HRSS when the services provided are tailored to their specific needs. Even companies that are not in the final model stage are focusing on tailoring their services.

2. Twenty one percent (21%) of companies we interviewed have HRSS as part of a **Global Business Service (GBS)** structure. GBS is a full business service center that includes many different business areas, such as finance, legal services, and supply chain. Most of the HRSS that are part of GBS have evolved into a more complex and global model, and are providing tailored services to the employees. It may be case that as HRSS models evolve there is a tendency to move into a GBS structure. Additionally, there is not a correlation between being part of a GBS structure and any specific industry, as all of the interviewed companies who operated in a GBS environment came from different industries.
3. Finally, 15% of the companies we interviewed have their HRSS entirely **outsourced** to an external vendor. Typically, HRSS will still have a few full time staff members to manage the processes and governance, but all services that are provided are outsourced. Similar to GBS, the decision to outsource HRSS did not correlate with a specific industry. All companies that are in this model are from different industries. When compared to the model evolution, 50% of the companies that are outsourced are focusing on centralizing and standardizing to gain in cost and efficiency, while the other 50% are looking into tailoring services. Interestingly, a few companies mentioned leveraging their vendor's technology capabilities, such as artificial intelligence (AI) to provide more tailored services as one of the drivers for outsourcing.

<u>IV. The Center Focus Evolution</u>

The main focus of HRSS and Shared Service centers has evolved along with the overall model evolution. As the model moved from decentralized to centralized, the drivers of investment in the center followed, moving from a process that was executed by individual HR generalists to a streamlined and user driven experience that drives efficiency and process excellence. As with the model, we found three main areas of evolution around the center focus.

The **high touch, high cost** model represents what many folks outside the field of HR usually think of when they think of an HR role. This is the HR generalist model, where employees have an HR employee dedicated to serving them. The employees may know this person by name, and would know to contact that particular individual when they have questions about administrative HR questions. Typically, this person is also burdened with tasks that are today completed by HRBPs and COEs, so this way of doing things is fairly expensive. However, the high touch aspect is somewhat individual and personal. Employees often got more personalized service due to the fact that this system was very relationship based between HR generalist and employee.

As the model changed to a more centralized and standardized one, the main focus of the centers moved to **efficiency and cost reduction**. Service was mostly focused on how to drive efficiency amongst the many repeatable transactions that HR generalists had been performing. Companies realized it was much more cost effective to centralize this work rather than have one individual performing so many tasks that were routine. As true centers began to emerge, companies invested in call center technology like ticketing systems and dedicated contact channels for all administrative HR questions. Additionally, this stage is where many companies first started thinking about outsourcing their services to other vendors rather than performing them in-house.

With the vast improvements in technology over the last decade, many companies have now moved on from simple cost savings to a true focus on **Customer Experience** and the **Digital Evolution**. Companies are now designing technology and services with the end user in mind, a call back to the earlier days of HR with those more personal interactions, and the terms employee and customer are being used interchangeably as companies try to understand how to serve their employee populations. Instead of making choices only based on investments or what might work best for HR, companies are now ensuring that employees have an excellent experience with the HRSS center. In the current three-legged stool model, HRSS is often the only point of contact that a front line employee might have with HR, so it is critical that those interactions be positive.

Employee Experience

While there is a true evolution toward employee experience, our interviewed companies fell in three large buckets in terms of their HRSS focus on employee experience.

1. Fifteen percent (15%) of our companies are just beginning to **explore customer centric activities**. They are just starting to think about serving their employees to have a great experience with their HRSS. This may be because they are still in a decentralized model that does not allow for the time or investment in this type of focus. Additionally, they might be providing some of those more personal services with the HR generalist model.
2. Another 44% of companies are showing a strong interest in the employee experience. These companies understand the importance of the employee experience and are making changes or investments with the employee in mind. Additionally, they may be using design thinking to involve employees when designing and implementing new processes and systems.
3. Forty one percent (41%) of interviewed companies discussed a strong emphasis on the employee experience. When thinking about their HRSS, they are putting employees at the center. These companies might be directly collecting feedback from employees and involving them in the design process, as well as creating experiences that are up to consumer standards that one might see from any consumer digital company such as Amazon or Facebook.

We heard many similar words and phrases from the executives when discussing the employee experience, displayed in Figure 1.3 on the next page

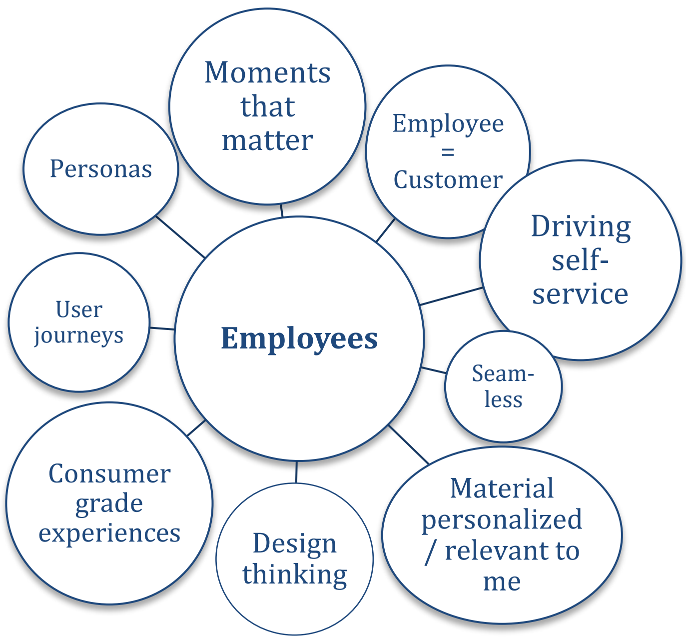

Figure 1.3

Moments that matter refers to the idea that the moments in an employee's life when they contact HRSS are usually the ones that matter most, like getting married or having a baby. **Personas and user journeys** come from technology companies and help designers understand how users think. **Consumer grade experiences** refers to creating experiences that would keep customers buying products from your organization, and striving for those same types of experiences in HR.

Employee Experience Best-in-Class Practices, Challenges, and Trends

Executives shared certain practices that we defined as best-in-class, meaning particularly interesting, insightful, or forward thinking. We will continue to use the term best-in-class in this way throughout our discussion.

In the employee experience space, a few companies have appointed a VP-level head of employee experience. This creates a reporting mechanism and a team with dedicated folks to ensure that employee experience is a focus of HRSS. Another best-in-class company shared that it is using self-service kiosks for workers that may not sit behind a computer all day, for example, in a manufacturing environment. This way, those employees can still access all the materials online that other employees can access at the main headquarters. A few companies also shared with us that they have adopted customer service measures and practices that they have pulled from their business. These companies already use call centers in their day to day business operations for their customers, so this proved to be a clever way to transfer some of those learnings to their internal customers. Finally, we heard from a few companies that they are referring to "self-service" as "direct access" when talking about online portals or other tasks. This can help with potential push back from managers and other employees that they are now expected to be doing work that HR used to do. By using the term direct access, it is easier for employees to understand that this is a win-win scenario for both employees and HR, since employees can access the information they need when they need it, rather than reaching out and waiting for a response.

One challenge that we heard from over 50% of companies was the need to control the pace of change in HRSS. As employees adapt to new processes and systems, HR needs to remember that they have more control sometimes than they think. For example, if a system releases a new update, HRSS can still control when it is implemented. Change management in HRSS should be planned and deliberate.

One trend we heard from 25% of companies was a current focus on onboarding and candidate experience as part of the employee experience. By ensuring the first contact with the company is positive, companies can build a strong employer brand with potential employees before they even get in the door.

Metrics and Customer Service in HRSS

Seventy five percent (75%) of interviewed companies are using traditional call center and customer service metrics to look at the service provided by their HRSS center. As with employee experience, companies varied in terms of how much emphasis and effort they are putting into center metrics.

1. Eleven percent (11%) of interviewed companies are not implementing any customer service metrics. This can usually be explained again by the model they are currently in for their services. If a company is still using HR generalists to provide most services, it is difficult to measure these types of metrics in aggregate.
2. Forty six percent (46%) of companies are looking at service level metrics, such as call volumes and response times. These companies are also using surveys to measure service, usually following the service event. They may also be looking into trending or popular topics or sticking points for employees, as well as frequently asked questions.
3. Thirty three (33%) of companies are placing a strong emphasis on understanding customer service and continuous improvement through the use of metrics. In addition to the activities described above, they will also typically collect both quantitative and qualitative data in surveys. Additionally, they will sit together as a team to review feedback from customers, and can describe changes that they have made in direct response to feedback from employees.

Center Metrics: Best-in-Class Practices, Challenges, and Trends

We heard several best-in-class practices in the area of metrics. One is simply having goal targets and percentages in mind for the service center. Executives who were able to articulate the service levels they hoped to drive seemed to have a better grasp on how metrics drove their service. Additionally, one company indicated that it always does root cause analysis to understand whether an issue was related to a policy as it was written or a function of the system failing. Two companies also talked about going beyond surveys and actually following up directly with employees to better understand their experience. This ties directly into providing top of the line employee experiences by talking directly to the end user. One other interesting practice is using pulse surveys while employees are performing activities in the system rather than collecting feedback at the end. These are usually one to two questions and allow the service center to gauge general positive and negative feelings of employees while they are using the system.

A challenge that we heard repeatedly from the executives was related to determining what the correct metrics for the service center should be. As we think about measuring anything in HR, this is often a topic of discussion. It is critical to understand why you are measuring a certain activity and what outcomes you are hoping for.

Many companies expressed an interest in taking actionable feedback on the data and metrics they collect. While some companies, as described above, are already doing this, it was interesting that most companies at least appreciated how important this was. Similarly, many companies noted that they hoped to do more predictive analytics with their data in the future, but few are actually at this point as of now.

V. The Process and Technology Evolution

All of our interviews showed a clear connection between HR processes and HR technology. One hundred percent of the interviewed companies spoke about designing process while answering questions about technology. We were able to define three levels of process and technology evolution from our conversations with the executives.

As part of the first stage of process and technology evolution, we saw HR buy the best system on the market for each individual HR function. HR then designed **processes for each individual system**. This left HR with best in class systems, but no way to integrate data between them without manual processing. Challenges within this model included not only several different systems to manage, but also difficulty in looking into HR and employees in a more holistic way by integrating data from different HR functions/systems.

In the next stage, HR followed trends that were common in all business functions and moved toward an **integrated system with heavy customization.** The idea was to buy the integrated system and then customize it to fit the company's HR processes. While an improvement over the first stage, this came with new challenges. With constant technology evolution, customizations had to be reviewed with each system update. As one HRSS executive stated, "people want to change things *ad-hoc*. We have to stop customizing [the system] to meet our needs. We need to use the tech as it is designed to be used rather than customizing it." One of the lessons learned from this stage was to stop trying to buy the technology and then creating the processes.

Following improvements in Human Resources Information Systems (HRIS) and Employment Resource Planning (ERP) cloud software, companies are now designing global processes first and then overlaying the technology that best fits the process. This stage is called the **process for one global cloud system,** since the cloud allows data to be accessed from any portal. The systems are fully integrated, with seamless global processes, and have little to no customization. Any exceptions are typically to address legal requirements in specific regions or countries.

Process and Technology Evolution Trends

Moving their systems to the **cloud** was mentioned by 100% of the companies as an essential step in their current technology landscape. Seventy two percent (72%) of the companies are already in the cloud with their core HR system. Another trend is regarding processes design. Sixty two percent (62%) of the HRSS have **global processes** that are designed to support the whole globe. Each HR function they support was reviewed and designed with minimal customization in mind and the ability to serve the entire company population. Several HRSS executives mentioned that their companies design global processes first, and only localize processes to comply with legal requirements. Similarly, quite a few executives mentioned that they would only bring new functions to their HRSS if the processes are global. One executive noted the importance of having a diverse team to design global processes. People from different locations and areas will be able to deliver a process that covers the whole organization. One more interesting trend that came from two centers that have a later stage model is a **global support** structure. These companies are giving a center one specific HR responsibility for the whole organization. For example, one center will be responsible for supporting HRSS activities for recruitment globally, rather than splitting activities by location.

Technology Capabilities

In our interviews and survey, we focused on three major areas of HR technology – main HRIS or ERP, main case management or ticketing software, and communication mediums and capabilities within HRSS centers. Figure 1.4 shows distribution of HRIS vendors across our interviewed companies.

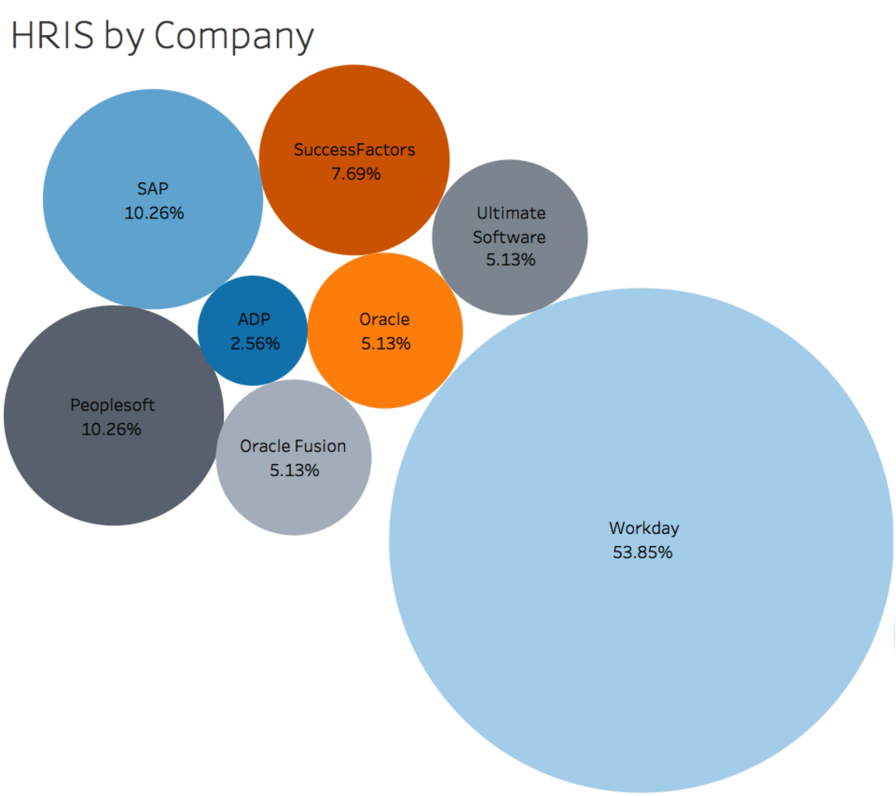

Figure 1.4

Figure 1.5 shows the case management systems that companies are using.
Case management is the customer relationship management system for HRSS. It is the system that will manage tickets, interactions with employees, managers, and HRs, and track time to solve the questions, escalations, and other key metrics for customer service.

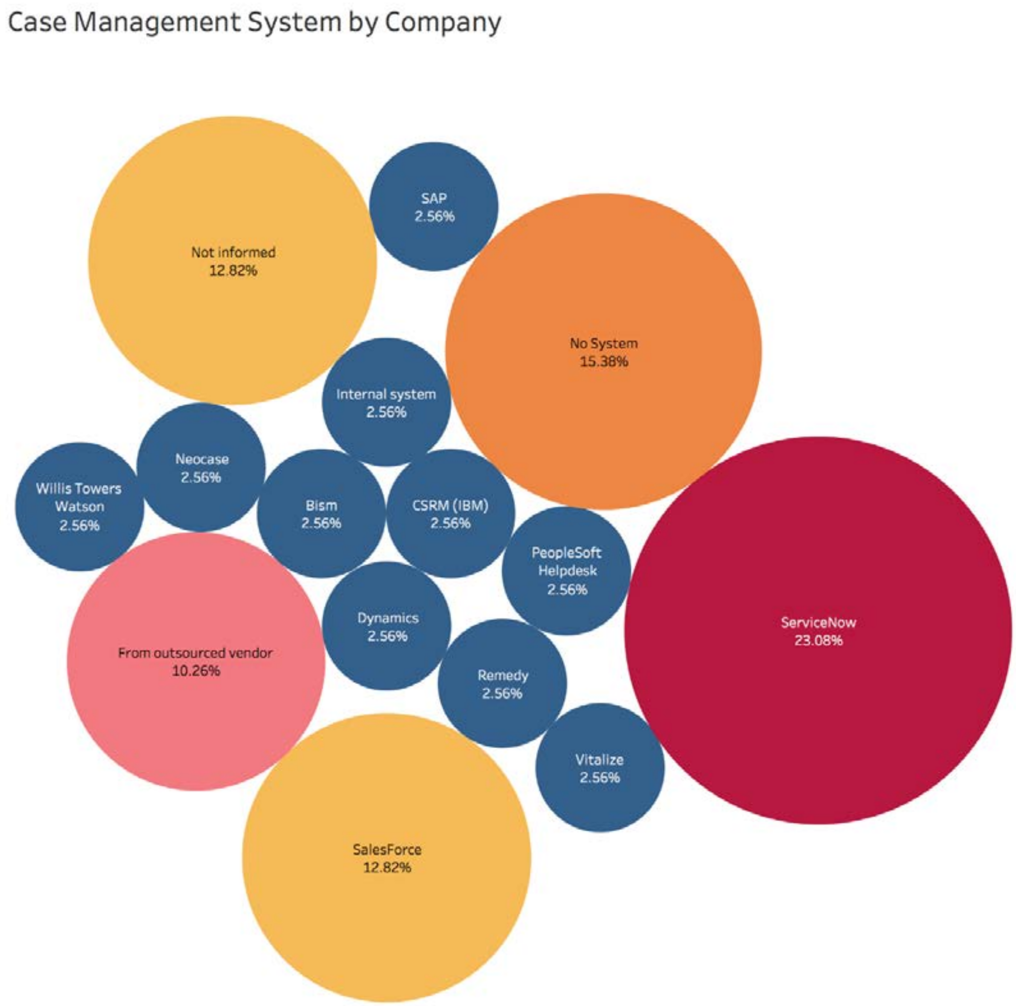

Figure 1.5

Figure 1.6 shows the technology capabilities that companies have implemented in their HRSS. Eight seven percent (87%) of interviewed companies have a self-service portal, where employees and managers can access most HR information, policies and forms. The companies that do not have such a portal mentioned the importance of implementing one in the future. Forty six percent (46%) of companies are investing in automating HR tasks (i.e., sending an offer letter to candidates). More than 50% of the companies said that automation is an essential capability to HRSS, and they will be making more investments in this area in the future. Forty one percent (41%) have chat options available for employees to communicate with the service center. Twenty one percent (21%) have mobile services. The majority of the companies want to go mobile, and this percentage might increase in the short term. Some of them are aware that their industries or some locations where they operate might limit the use of mobile functionality. Thirteen percent (13%) currently have robotics capability in place. In HRSS, "robotics" means that the companies are using automated software robots to perform some human activity, such as filling in a form with information from different systems (i.e., creating an offer letter to a candidate.) Investment in robots is a trend for the future mentioned by many companies. Finally, eight percent (8%) of interviewed companies have chatbots or another type of artificial intelligence currently in place. Chatbots are robots that learn from their interactions, can deliver personalized solutions, and give advice. One company is developing its chatbots in-house. A challenge around AI is that the robots must continuously be used to be able to learn. The cost of maintaining those robots is high; they are not a one-time implementation.

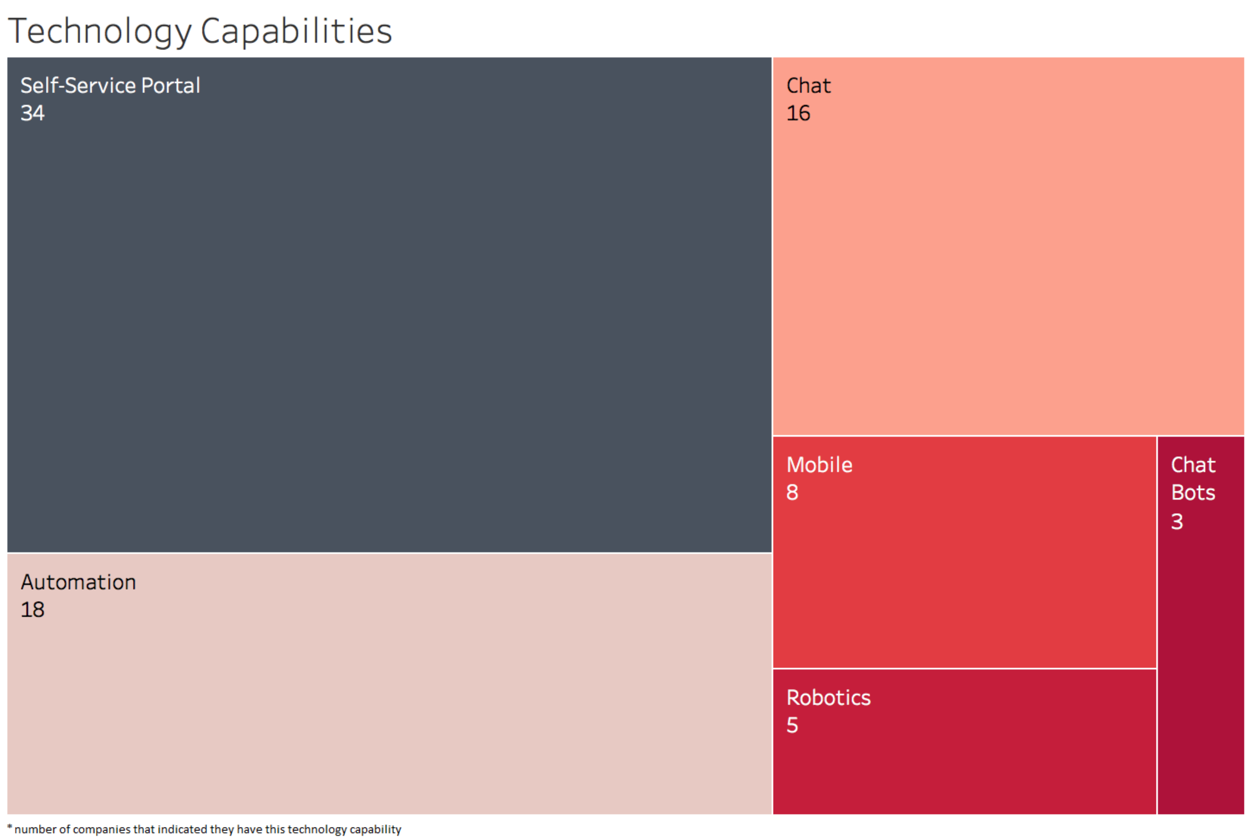

Figure 1.6

Process and Technology Best-in-Class Practices, Challenges, and Insights

A few companies shared best-in-class practices that stood out in the research. From a systems standpoint, a few companies are investing in an online tool that substitutes manuals and improves employees' first-time system usage. This platform interacts live, and, for example, walks employees through step-by-step of a form or application, or accessing a system. Another platform investment that a few companies are making is in HR data warehouses. The idea is to have all HR data in one place, integrated, and ready to use for analytics, correlations, and predictions.

Best-in-class practices regarding processes that a few companies are doing are around automation and technology improvements. While doing an in-depth analysis of seamless global processes, the companies are also mapping side-by-side all the opportunities to automate tasks. Also, to fully digitize HR, a few companies mentioned the creation of a road-map of technology improvements.

When it comes to technology improvements, companies mentioned the difficulties around identifying needs and deciding where to invest first. The costs of technology improvements are high, so they need to be wise in their choices. There is also a challenge around understanding the appropriate use of AI, robots, and automation.

Another example of a challenge that companies mentioned is data entry: good and right information in means excellent and correct use of robots, chatbots, and data analytics to name a few examples. With this in mind, one company is investing in AI to audit its data entries to make sure the data is accurate and reliable. Customization is still a challenge in the technology space. Many companies mentioned customization in their legacy system and current difficulties in integrating data. As mentioned, there is now a focus on simplifying the information technology (IT) landscape as much as possible, and designing seamless processes to mitigate the customization issues.

Several companies spoke about having an agile HRSS structure to address the constant need for technology improvements. Many interviewees spoke about the necessity of moving from a long-project mindset in which they would have several months to implement new technology to a smooth and rapid implementation mindset. Finally, one company mentioned the importance of data security. With the move to the cloud, employee data analysis, and increased use of AI learning from employees' information, there will be a necessity of securing sensitive information.

VI. HRSS Within the HR Organization

In many companies, HRSS is situated as one of the three legs of the three-legged stool model. In our interviews, we asked executives how HRSS interacted and drove value as part of the three-pronged model. We heard consistently that HRSS is responsible for the execution and process excellence of the strategies that the COEs put in place. While COEs are responsible for policy and program design, as well as some escalated questions, HRSS takes care of the day to day practical application of those policies. As discussed, transactional work also sits in HRSS as well as the employee experience. Typically, HRBPs are responsible for developing strategy with their "clients" or the business group they are responsible for, but as the model evolved, HRSS is now the main point of contact for most front-line employees rather than HRBPs.

Our executives stressed two main drivers of this arrangement. The first is to drive repeatable, low-cost work into Shared Services so that COEs and HRBPs can be used to perform higher cost, strategic work. The second was to add cost savings and value. We heard repeatedly that HRSS should be driving so much in cost savings that it should pay for its own cost to operate.

Execution and Governance

In practice, there were a few big picture trends around execution and governance. We heard often that it was critical to communicate with COE partners early and often when implementing a new policy or design change. Another common insight was the need to listen and consult. It is important for HRSS employees to wear a consulting hat and ask the right questions at the right time that may affect the practical execution of a given policy. To that end, we heard different working models for this partnership. Some companies use a formalized model, where they might have an employee who reports to one COE as well as shared services to provide dedicated insight and expertise around that area. We also heard many examples around regularly scheduled calls and meetings between COEs and HRSS to strengthen and support this partnership. Interestingly, some companies also commented on a more informal working model. These executives expressed that without a partnership between these two areas, they simply could not function, so while they do not have any formal structure, the partnership was natural and well managed.

Many executives expanded further on this governance and discussed different steering committees to drive HRSS work and priorities. As discussed in our technology section, one cannot simply push functionality into HRSS without careful thought and planning, so many companies have committees to do just that. These varied from HR Leadership teams, to dedicated folks from each functional area, and meetings also varied from a bi-weekly to monthly basis. The main drivers of these committees are project management, priorities, and helping spot potential implementation watch-outs early. Overall, it seems that the schedule and membership of these committees varies widely per company. This appears to be an area where customizing to one's own culture and working styles is important for excellence. Two best practices that we heard from many companies were designating global process owners and creating clearly defined roles and responsibilities. Global process owners help provide a more holistic understanding of what might be affected when a process changes. Similarly, by defining roles and responsibilities early, this saves headaches down the line when plans change or work needs to move from one area of HR to another.

Challenges

Several key challenges emerged from our discussion with executives around how HRSS fits in with the overall HR organization. As some of our companies are currently in the midst of a large change in their HRSS, some executives shared that their HRBPs and COEs are worried that their jobs may be going away as their work moves into the HRSS center. As discussed, change management is key here to ensure that these employees understand the purpose of the model and their own goals in their roles. Another challenge mentioned was that adding more services to the center isn't always as easy as simply implementing a new technology. While investment is of course needed, often this investment must come in the form of new staff to maintain and support new services. Another challenge facing many companies is ensuring they have a strong ongoing governance process that continues post-implementation of either a large structural change or a systems change. Many executives also noted that they are having more discussions about moving HRSS into a larger GBS environment, which may or may not be appropriate depending on the company and the services they offer. Finally, many executives stressed the importance of vendor management. Vendors of course come with service level agreements that must be met, and expertise is needed in this area for employees that interact with vendors.

The Future HRSS Workforce: Skills and Capabilities

Figure 1.7 below displays how many times different skills and capabilities were mentioned in our interviews. Our question was open-ended, so our executives were free to mention as many or as few skills as they thought were critical. As you can see, over 50% of interviewed companies mentioned customer service as an important skill, which solidifies the current focus on employee experience. Almost half of companies also mentioned analytical skills and the ability to get to the bottom of an issue quickly, or diagnosing the "real" problem when serving an employee. We were surprised to see that a technology orientation was only mentioned by 33% of the companies given the current climate, but this may be because some companies think that most employees have the level of tech-savviness needed without special care or training. A few companies also shared a "best-in-class" practice of starting junior or early career employees in the service center, which helps them understand employees from the ground up, as well as provides them with the breadth and depth of HR knowledge that they need to move into more senior roles.

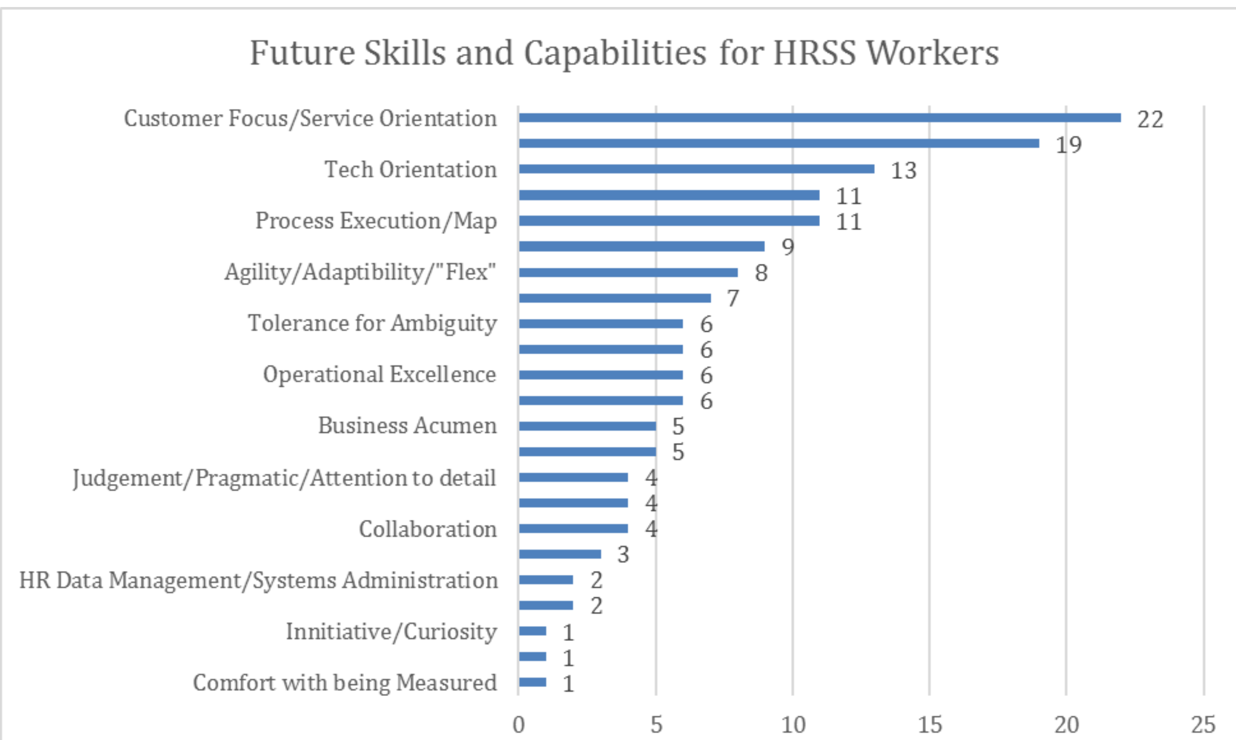

Figure 1.7

VII. Future Trends

Over half of all companies mentioned changes in technology as something they were seriously considering including AI, Automation, and Robotics. Many companies mentioned being extremely deliberate about what technology to implement when, and are conducting careful research as they make new investments. As discussed, there is also a push to include more and more complex work in the HRSS center. Some companies mentioned not being afraid to try to automate or routinize something, even if it doesn't seem possible at first. Similarly, many companies mentioned that driving self-service was key to serving their large, diverse, and dispersed flexible workforce. Executives mentioned the important of this area as the workforce continues to take advantage of flexible work environments. The need to access HR information anywhere will only grow, so companies are trying get ahead of the workforce.

We also continue to see a push-pull in outsourcing activities as well as the global business services environment. Some companies argued that outsourcing is the future because routinized tasks will always be suited better for outsourced partners, as they are the experts in these areas. Conversely, some companies have pulled their services back in-house to provide more tailored and personal services to their own employee populations because they do not believe that outsourcing can provide that same level of customer service. In Global Business Services, we see similar forces at work. As mentioned above, we heard from some executives that HR is simply more personal than other shared services so it needs a special touch. As we look to the future, it will be interesting to see how many companies are either outsourced or in the GBS model five to 10 years from now. Whether a company is outsourced or not, we are seeing a trend of moving work to low cost areas around the globe, even if the workforce is all direct company employees. This is elevating a potential war for talent in these low cost areas to compete for the best employees for the service center, when they have many companies to choose from in their location.

VII. Conclusions

As previous CAHRS research has uncovered, we do not anticipate a drastic change over the next few years in the overall operating model of HR. However, we will continue to see investments and improvements in the current model to ensure that it is functioning as intended and as effectively as possible. We can see this evolution already taking place through the overall HRSS model, the focus of HRSS centers, and the process and technology improvements that HRSS is driving. HRSS is now the face of HR to employee populations and the function will need to continue to drive strategic value in order to thrive in a new digital world. This new model in some ways harkens back to HR generalists of old, as employers are now looking for folks with superior customer service skills to work with their employees and help them find solutions to their day-to-day HR problems. HRSS executives need to ensure that their employees will flourish in this new customer centric environment in order to create the experiences and moments that employees have come to expect in the age of digital consumer service.

Further Reading

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APPENDIX A – Glossary of Terms

AI - Artificial intelligence
AMS – The Americas (North, Central and South)
APJ – Asia Pacific and Japan
COEs - Centers of excellence/Centers of expertise
CRM - Customer relationship management
EMEA – Europe, Middle East, Africa
ERP - Enterprise resource planning
GBS - Global Business Services
HRBPs - Human resources business partners
HRSS - Human resources shared services
IT - Information technology
L&D – Learning and development
LTD – Long term disability
M&A – Mergers and acquisitions
RPO – Recruitment process outsourcing
STD – Short term disability
T&D - Training and development

APPENDIX B – Which HR functions are included in your HRSS? Raw Data

# of Companies	Function	Details Provided
33	Benefits	Basic questions and referral to vendors Back office administration US & PR Administration US Benefits only Benefit Admin Benefit support (Tier II support) Health and Welfare admin Payments/Deductions/Allowances Only benefits processing for non-US employees Administration including Open Enrollment, Via outsourced vendor Administration Sign-ups Only servicing Elections and call center support Provide basic Benefits information on request Retained team manages programs and vendor mgmt 401(k) and Pension Retirement/Pension admin

33	Reporting	General report assistance and all custom reporting Operational Workday Reports Kronos all HR reporting Reporting and analytics Reports needing employee data General support self-service , all types Mix between vendor and in-house HR Analytics Regulatory reporting
32	Job Leaves	LOA Administration Support and escalations Workday processing In-House Master Data Mmgt/leave processing Non-US only STD LTD and various other leaves administration Leaves of Absences
29	Payroll	Policy related and basic questions US does some payroll functions support and escalations Country Specific US Payroll only In-House - Workday Payroll Time & Attendance Payroll Expatriate over-base payroll UK and Argentina local employee payroll Variance reporting to (outsourced) payroll Multi-state taxation & vendor escalations only US only US & Canada Payroll

29	Recruiting	Partner with TA on updates/corrections in the system Some centers also create new hire requisitions Will be integrated next year some - RPO Technology/IT only Schedule interviews New hire paperwork New Hire processing (via Workday) Offer letter Only interview scheduling New hire paperwork Background check Administration Connection to on boarding services from applicant How to apply to openings Only the systems and process design Background checks interview scheduling Some offer letters Systems management and scheduling New Hire Processing Background checking
29	Administrative	Compliance and Audit of data Tuition Password resets Technology support Multiple local processes migrated from countries Employment contract administration Workday inquiry support Risk and Compliance Variation letters HR data management including data maintenance SharePoint Admin Tier 2 call center Transactional center Portal support Employee Data Administration HR IT projects implementation Management of personnel files Vendor management HR portal management HRIS data entry Job data changes

27	Compensation	General questions and system navigation & assistance Service Center Support Process support and reporting System support/help desk Salary planning system & admin Transactional support relative to Compensation Master data mgmt and annual comp cycle Global process Expatriate compensation Equity compensation administration Merit support Annual comp process Administration Automation Annual round support Self-service & HR case management Management of Workday processes for cycle and salary plans
27	Unemployment	Support and escalations Verification US only Termination management Outplacement services connection Separations Outplacement
25	Relocation	Policy and questions, and escalate to Mobility Will likely be integrated next year Mobility Payroll processing (taxes) Both global and US domestic relocations Administrative support Shared b/t COE and HRSS Visa/work permit application Visa/Immigration Global mobility including expatriate taxation

23	Performance Management	Program information and questions as well as system navigation and assistance Service Center Support Process support system support/help desk Support to employees and managers Support the Talent Management strategy support of PM processes Enabling performance management in tech, and they provide analytics Self-service Reporting Case management Reporting and work flow Service Center answers navigation questions
19	Employee Relations	Initial intake and escalate Working toward Tier 1 All investigations and accommodations are done through our Coworker Relations area Support tech to track investigations APJ centralization Working on centralization for EMEA and AMS Escalations Case management
18	OnBoarding	Completion of on-boarding process Processing only I-9 processing Maximally automated HR case management
18	Training/Develop-ment/ Learning	Service Center Support L&D systems Learning Mgt system Applications support and learning management administration curriculum services Skills management training reporting Logistics management

14	Other	Medical services Severance support Security Multiple HR advisory processes migrated from countries Strategy and ops Continuous Improvement & Quality HR Policies Distribution of many company communications Adoption Employment verification Employee care - HR and IT Instructional Design/Workforce Management Retiree support M&A due diligence, integrations and divestures Operational responsibility for various programs, e.g. service bridging, flexibility, credit card applications, etc.
13	Talent Management	System navigation and assistance with career development plans Professional profiles and our Talent Management Process Inquiries Talent management applications support - succession, performance, learning, and recruiting Dashboard Skills reporting Self-service and case management Site Navigation - Goal setting, self-assessments, etc.
9	Succession Planning	System navigation and assistance Process support Talent management systems System support
5	Labor Relations	Industrial relations Workforce plan implementation
2	Tuition	
2	Recognition	Recognition awards Peer recognition
2	Time attendance	

APPENDIX C – Where are your HR Shared Service Centers located?