ILR CAHRS

Cornell's Center for Advanced Human Resource Studies

Targeted Benchmarking on HR Service Delivery Model

Benchmark Completed June 2017

CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.

Six companies participated in this benchmarking effort – an Agriculture, Farm and Construction Machinery, two Diversified Machinery companies, Personal Products, and Recreational Vehicles company. The primary focus of the benchmarking was to understand how different organizations have structured their Human Resource functions to provide the traditional suite of HR Service Delivery (HR Consultants, Comp & Benefits, Talent Acquisition, Talent Management, Payroll, HR Analytics). All the organizations in the survey had variations of what was help in-house vs. outsourced; therefore, the notes below are a summary however are not an exact comparable.

Company A	Company B
33,000 EE's **Global HR EE's: 200+** **How is your organization structured to provide HR Global Service Deliver?** - HR Leadership Team: - CoE's; HRBP (5 Global) - Region (3 Regions) - All report to CHRO - Global Functions: - HRBP Role - Works with in-country resources to transact at country level - HR for HR is tall - Matrix reporting to Functions and Business Leaders - COE's: They interact by giving the design and solutions. We arm them with resources and tools to deliver. Run day-to-day Vendor Management; they set the Core Global Strategy plus US platform - Comp/Bens - TA - TD - They interact by giving the design and solutions. We arm them with resources and tools to deliver. Run day-to-day Vendor Management; they set the Core Global Strategy plus US platform - Strategic Issue across Functions: - Finance: creating COE's, consolidation, shared services make-up - RDE: talent needs to stimulate growth; capabilities growth - Leverage points: not really opportunity - No HRIS (use Excel on steroids) - Global Initiatives: On-boarding; Total Rewards Guidelines; - Mechanisms: - On-going talent discussions: structure, opens, movements	**Total EE's: 105,000** **1400 HR people Globally** **HR Structure / Design** - Business Unit HR BP (Generalists) - 50% - Org Design - Employee Relations cases - Administer Policy - Employee Champion - Function HR for HR - Talent Supply - Training capability - Progression Strategy - Practices (CoE's) – capability build - Talent Supply - ER - Diversity - Labor Relations - L&D - Comp & Bens - Country HR Leaders – individual countries - HRSS: Services and Systems – provide delivery – 7% - Global and Region – - Admin / IT processes - Methodology and solutions

Company C	Company D
Global EE's: 330,000 **Global Shared Services Organization (Hubs: Budapest, Saudi, China, Mexico, Cincinnati)** - HR Operations - Finance - Sourcing: Invoice to Pay - EH&S - Law **HR Transformation:** - HRBP's (Executives or 1 Band down from Executives) – strategic only; organization development and aligned directly to Execx - ERM's: Employee Resource Managers – middle experienced; spend time with EE's, spend time with managers; usually assigned to Site locations - HR Coordinators: handle more transactional, coordinating site programs, handle data entry and master data management - Business HR Ops Leader: assigned as dedicated to Business, part of Business - C&B: with Regional COE's - Talent & Recruitment: - HR Operations: - Global COE's: Workforce Analytics (standardized reporting); going to predictive analytics - User Productivity: How do you contact us? One HR – for HR professionals to use tools; set up Webinars to help drive more efficiency and effectiveness - Global Services (Hybrid): global mobility, executive compensation, US Regional Deliver of Payroll and Tax; US Benefits; Retirement organization - Global Process Leaders (Tools, Metrics, Processes): EE Life Cycle, Payroll, Compensation, - Regional Delivery Group: 600 HR associates just for HR Operations; - Process Excellence: Finance, Communications, **HR Refinement and Improvement Areas:** - Need to get the tools effective and efficient - How do we enable our HR professionals to get better using tools - Ex. At hire: HR still has to put in the cost center; we've changed the process to use Finance associates – small change in processes - Robotics: Algorithms of technology to predict data needs. - Determining more work that can go to the larger hubs - Insourcing: example – transactional items like Payroll data entry; GENPAC would do the data entry, but it was just an extra loop; we pushed Lean to then show why we could eliminate GenPac; large US call center: employee facing call center for benefits, pay, benefits, first line for HR support to HR	**Just starting on COE's – evolving HR organization as we conducted the survey so this data is in flux** **Model: HRBP's and COE's** - Mostly NA focused - Business Model – not fully loaded P & L's - HR for HR: HRDP (developing out of college roles) - HR VP (Front End): Commercial with HR Managers (few business leaders) - Owns International as well - HR VP (Back End): Engineering / Supply Chain (one leader) - HR Director (Functions): several leaders **Workday Learning: - Good solution; has it challenges - not a great roll out** - We had too high expectations **What are you most working on?** - Org Development: Mgr Efficiency; Org Dev; Tal Dev; Succession Plan; Career Path; Competency Model - Globalizing P&L's: how do you flip the switch without adding so many heads FTE's - M&A: struggling as it starts in bus dev group; they do due diligence; and then they ask for talent, then they pick where it goes, - Operations hiring: lots of open roles