

***Targeted Benchmarking on
HR Delivery Model***



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.



Peer Benchmark Summary Insights

2018 HR Delivery Model Market Study

Industries of Companies Benchmarked:

- Multi-national conglomerate;
- Food & Beverage,
- Financial,
- Pharmaceutical,
- Computer technology,
- Multi-national technology company,
- Heavy equipment;
- Oil

Highlights

- Prevailing HRSS model includes Strategic Business HR, Leaner CoEs, and insourced HRSS Organization
- HR and HRSS united by a shared collaboration, clear roles and unified strategy
- HRSS are expanding in scope – HR Generalist work is being consolidated in HRSS, Generalists are upskilled for strategic purpose (this has been a challenge, need roadmap & investment)
- HRSS regional delivery, globally managed driven by 1 leader
- Outsourced services lacked in areas – realization could do it internal better & cheaper and mitigate risk
- Standardization is critical for outsourcing & app design – Created Business Process Leaders (comparable to our GPL concept)
- People Leaders (PL) need a lot of support for successful WD implementation. Peers, pulling back on some processes, creating new consolidated teams or leveraging point solutions
- CHANGE MANAGEMENT & Training critical to success!!!

<h3>Delivery Models</h3> <ul style="list-style-type: none"> • Collaboration vs Governance • HRSS expanding – Generalist, HR Architecture & Technology, & HRIS • Newly formed HRSS teams address emerging challenges (Mgt Services for PL, move to EE Relation Partners not aligned to specific business, and regionally focused) • Insourced services better to deliver strong EE branding/EE value proposition • Need to plan and resource for WD maintenance 	<h3>Value Creation</h3> <ul style="list-style-type: none"> • Former HR Generalists aligning to strategic purpose (e.g., EX, culture & dev, performance support...) • Collaboration HRSS model deliver – increases ee productivity & retention, manages technology, rationalizes investment, aligns prioritization & sequencing. • Role clarity is critical to drive accountability
<h3>EX/UX</h3> <ul style="list-style-type: none"> • Portal is the front door, WD Mobile for PL improving for broad usage • WD processes need training and support for PL. (e.g., Req, Onboarding, position mgt) • Easy to deliver with simple, standard practices; hard with EE variation • Support of the PL, use chat, fast easy & accurate (Created mgt services, 180 FTE supporting the PL with Chat “easy button”) • Consider WD Ambassadors, ongoing agents to assist with the cultural changes • US tends to be 70% call first 	<h3>Technology</h3> <ul style="list-style-type: none"> • Invest in right tech (e.g., Service Now or Salesforce) for consistent, true consumer grade EX at engagement layer, (WD not a case management, doc and policy management, or knowledge-base) • Data clean-up and simplicity are key to successful WD implementation. Without simply and clean data need to introduce a fair amount of auditing to review data integrity • Underestimated the support needed for ongoing WD operations
<h3>Pricing</h3> <ul style="list-style-type: none"> • HRSS internal pricing and billing simple • No billing: Corporate budgeted • Billing models: <ul style="list-style-type: none"> • Fixed Pricing • By FTE 	<h3>Analytics</h3> <ul style="list-style-type: none"> • Informs people decisions and integrates EE perspective • Need data lake • Using visualization tools like Tableau

Peers shared a compelling roadmap for how HR Shared Service organizations are **driving HR value and serving employees with purpose**