



SHARED SERVICES:

To Share or Not To Share, That is the Question!

| STEVE PARKER

In our previous articles on HR Shared Services (HRSS) we've discussed areas such as what functions to undertake when setting up a HRSS function, how certain functions fit within shared services, what to consider regarding staffing and how to measure the work performed. So let's assume you have used these suggestions and you have a successful operation up and running. Your clients are relatively happy, the company is seeing value in the services provided, and your staff is in place, happy and performing well according to your metrics.

Now you start to get those calls, the ones from the clients that go like this: "We would like to move more work into the HRSS." Often these requests involve handling more transactions or answering employee questions or processing requests for materials relating to benefits, on-boarding, etc. You're initially excited because those requests must mean you are doing a great job, and they want to move more into your operations. But it's important to move cautiously here – not all things are meant to be shared.

When you first determined which functions would be placed within the HRSS group, you surveyed users, aligned their needs with your charter, and selected repeatable, scalable functions within that domain that you would take on in HRSS. Doing so allowed you to carefully identify functions that made sense to move. With these new requests you need to apply the same discipline to ensure you are taking on good work and not just potential problems.

Look at on-boarding for example. It may have made sense initially to enter applicant's data and then make sure hired candidates followed a process to ensure all their data was entered correctly to support accuracy and standards. But what if the client wants you to schedule interviews, prepare new hire packets, schedule initial training, or conduct new hire orientation? Most of

those functions are really better managed at the local business unit level. This will ensure close contact with the applicants and the new employee which is something your group would be hard pressed to deliver as well as the local business units could do.

The other thing to consider when looking at requests to take on new work is the alignment of that work with your charter. If it doesn't fit the charter, don't do it! If you are taking on your client's problem or headache, don't do it! Rather look for ways you can provide the business unit with services that help them be successful in doing what they need to do themselves.

To learn more about HR Shared Services, listen to our Shared Services Jeitocast on the Jeitosa website, www.jeitosa.com. 🎧

About the Author: Steve Parker is an Executive Consultant and Vice President of Business Development with Jeitosa Group International. He has over 20 years of experience in strategizing and managing large-scale HRMS implementations for both global and domestic organizations. He can be reached at steve.parker@jeitosa.com.