

DRIVE RESULTS IN YOUR HR SHARED SERVICE CENTER WHY YOU NEED AN HR SERVICE DELIVERY PLATFORM

Introduction

With proven benefits in other functions, many companies are moving to a shared services model for HR. There are many reasons for this kind of organizational change. According to a recent SSON study, shared service centers achieve “value defined by service and productivity.”¹ Some companies seek to gain efficiencies. Some want to provide a better experience and service level through the standardization of a shared resource. But all seek to positively impact their business and deliver value.

It seems counterintuitive, but an HR shared services model is able to bring HR closer to employees. An HR Shared Service Center (HRSSC) actually makes it easier for HR to help employees, consequently increasing employee satisfaction – when it’s done right.

Once you’ve made the decision to move to shared services, technology will be key in supporting the new model and achieving real value. After all, how can an organizational change be successful without adapting the technology that supports your teams? By using the right technology, you’ll be able to measure performance in ways you never have before, and then optimize in order to reach your KPIs and maximize value. You’ll immediately notice the elevated quality of support you deliver, and have an in-depth understanding of the effectiveness and efficiency of that support.

In this eBook, we’ll explore best practices that ensure your HR Shared Service Center is a success, making your HR team, your executives, and your employees happy and productive.

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¹[SSON 2017 State of the Shared Services Industry Report](#)

Tier Zero Support

Employees expect digital experiences that mirror their lives outside of work. They want to be able to search for information on their own, whenever and wherever they need it, like when they use Google. They want the information to be personalized, in the same way Netflix and Amazon make specific recommendations tailored to the user. Employees want to be able to take action on information once they have it, without having to go offline or log into another system. And most of all, they want to complete this process quickly so they can get back to focusing on work.

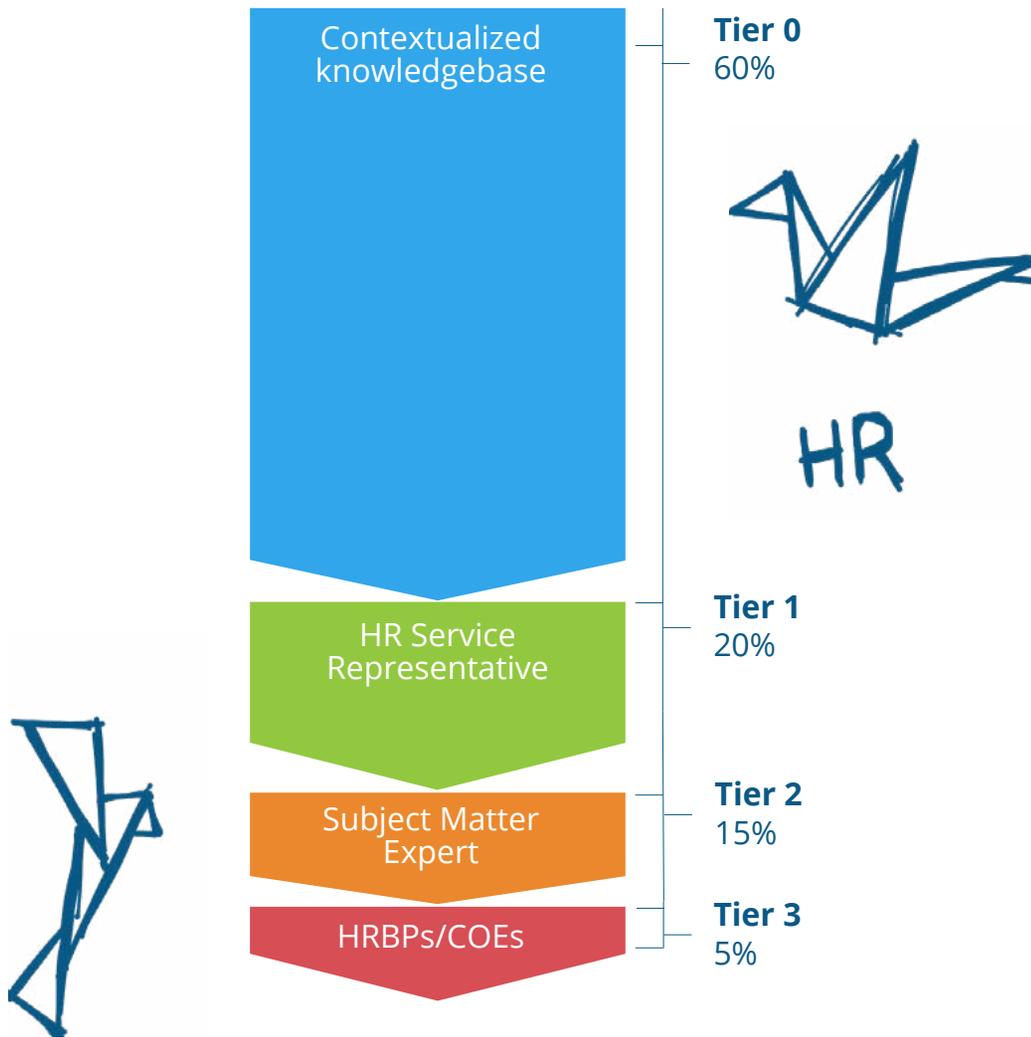
Your HR Shared Service Center representatives provide Tier 1 support to your employees. They are often viewed as the front lines for employee questions. However, you can manage a lot more requests if you have enabled **Tier Zero** support, otherwise known as self-service. By letting employees find answers to easy questions on their own, your Tier 1 reps can resolve more complex requests much faster. **Case closed.**

Leading HR Shared Service Centers have realized the need for technology to support HR reps in their quest to provide a self-service experience for employees. An HR Service Delivery platform provides employees with a **contextual knowledgebase**, which gives employees 24/7 access to HR information from any device. More than a one-size-fits-all support model, this knowledgebase should personalize the content based on data from your HRIS and other HR systems so that employees see only what is relevant to them. And when employee attributes in the HRIS change, such as geography or job level, the accessible information in the knowledgebase automatically updates accordingly.

Once an employee has the information they need, they are able to take action. For example, an employee might be researching tuition reimbursement options. In their knowledgebase, they can access related content, such as career path information and tuition reimbursement policy and process. They also have immediate access to relevant forms, such as course pre-approval or reimbursement request forms. This makes it a simple, seamless process for the employee, and HR representatives are freed up to answer more challenging questions.



A New HR Service Delivery Model



PLATFORM REQUIREMENTS TO LOOK FOR

- Contextualized knowledgebase
- 24/7 access from any device
- HRIS integration, ensuring personalized content based on employee attributes, such as role or geography
- Automatic content updates when changes are made in the HRIS
- Advanced search capabilities making it easy to find information
- Ability to promote specific content to employees
- Display related articles and forms within an article

HR Agility and Efficiency

HR is collaborative. In an HR Shared Service Center, representatives often work together on cases. To maximize efficiency, reps document case history and are able to comment privately without the employee in the loop. Escalating a case, when required, should also be simple, transferring information about the employee and case to the next tier of support, or perhaps to a center of excellence (COE).

Many HR professionals choose their career because they are people-people and want to help employees. In an HRSSC, HR reps work fast to help employees resolve questions and requests as quickly as possible. They are usually evaluated by how well they meet service level agreements (SLAs), and in order to help employees, they work from one source of information to provide consistent answers in a consistent voice to employees.

Many employee requests require HR reps to initiate larger processes that encompass next steps. Many of these processes require accessing multiple systems, manual data entry, contacting managers, HRBPs, and employees, and more – all of which is made easier if the back-end process is automated. Automation allows reps to resolve requests by simply kicking off a process workflow, and then moving on to the next employee question. In fact, according to the SSON study, “a significant segment of respondents believe that process automation will become a core Shared Services center capability in the future.”²

Leading HR teams use an HR Service Delivery platform for **case management**, to enable case swarming and escalation where required. This platform provides HR representatives with information about specific employees, case history, and the ability to access relevant **employee files**. By saving answer templates to commonly asked questions, HR can respond consistently and in record time. Consistency is further enforced through the

contextual knowledgebase, which can display articles specific to the HR support teams. The reps can also model an employee view to see exactly what content the employee can see. This enables both speed and accuracy.

Process automation helps HR reps take the next step after case resolution. An HR Service Delivery platform allows HR to build different process workflows so that tasks are automated and HR reps don't have to spend time chasing down every process transaction. Automation eliminates manual steps so HR reps can go back to helping employees.

With an HR Service Delivery platform provided by PeopleDoc by Ultimate Software, it's simple to develop global processes, while allowing for local exceptions – and it's easy to update, edit, and change the workflows in the future. Documents are stored electronically, which gives the organization a single view of the truth, and allows for quick access when the documents are needed. PeopleDoc uses role-based logic that ensures documents are secure and only viewed or edited by people who should have this level of access. Once the organization's documents are digital and stored on PeopleDoc, the workflows are built in the background to make sure the right documents and forms are routed to the right places. With users in over 180 countries, PeopleDoc has the global experience that today's organizations require.

²SSON 2017 Report



PLATFORM REQUIREMENTS TO LOOK FOR

- ✓ Employee Case Management supporting collaboration and private messaging capabilities
- ✓ Documented case history, including actions taken and messages sent
- ✓ Workflows to easily escalate cases to Tier 2 support
- ✓ Answer templates that provide consistency and save time
- ✓ Contextual knowledgebase for access to internal help articles
- ✓ “Employee view” of the knowledgebase to see exactly what each employee sees
- ✓ Process automation, allowing reps to kick off a process and resolve a request without significant manual work
- ✓ Employee file management, providing quick access to centralized employee files

Support Localization with a Global Solution

Even when most HR functions are centralized within service centers, organizations typically maintain some amount of local HR representation. These HRBPs help manage local requirements and serve as regional HR liaisons. To support employees in their local regions, HRBPs will often collaborate with other HR employees and may need to access a critical employee file or initiate an HR process. In addition, some cases handled through your shared service center will require you to loop in local HR.

Larger organizations often have multiple shared service centers and leading organizations provide collaboration tools across all centers. These tools allow HR reps to collaborate on cases regardless of location, with digital access to employee files from anywhere.

In addition to distributed HR reps, your employees are likely residing in different locations. They may have local HR, or they may not. How can you ensure their questions or requests are quickly and correctly addressed? Are you able to provide information in their own language? Is the information personalized for their region?

One of the benefits of a shared services model is the standardization of processes, which can alleviate confusion and save valuable time. Standardized processes also make it easier to manage compliance. However, processes might have slightly different requirements depending on an employee's location. For example, employees in the United States must fill out an I-9 form when onboarded, but this step is not required elsewhere. It's important to standardize processes to gain efficiencies while still supporting any local exceptions or requirements.

When employees and HR users can access an HR Service Delivery platform from anywhere, it's easy for employees to take an action, such as signing a document, acknowledging a task is complete, or asking a question. With role-based permissions, HR reps in different service centers can access any necessary employee files as well as the contextual HR policies for each employee. An HR Service Delivery platform will support your move to a shared service center model, and will allow you to centralize HR into organizational shared service centers without requiring them to physically co-locate in one center.

As you review your processes in a shared services model, an HR Service Delivery platform will make it easy for you to design standard, global processes while still supporting any local exceptions. These automated workflows walk employees through every step of a process, personalized for them and their region, without requiring additional manual work from your service center representatives.



PLATFORM REQUIREMENTS TO LOOK FOR

- ✓ Access from any device, anywhere in the world
- ✓ Personalized knowledgebase that displays content specific to an employee's location
- ✓ One system to search for information, sign a document, complete a task, or enter a request for HR
- ✓ Digital access to the right employee files to help solve a request
- ✓ Employee Case Management that supports collaboration, regardless of where the HR representative is located
- ✓ Ability for HR to model the employee view of the knowledgebase for employees in different regions
- ✓ Ability to build global processes with automated workflows that manage local requirements - without needing to code

Optimize Your HR Shared Service Center

HR Shared Service Centers track KPIs like Service Level Agreements (SLAs) to measure and understand the business. Nearly 40% of SSCs use meeting SLAs as their main metric of service performance.² By tracking key metrics, HR leaders understand what types of requests come in most frequently. It also enables them to identify bottlenecks in existing processes and the organization.

Armed with this information, HR leadership can then consider options like beefing up specific articles in the knowledge-base or reallocating resources from one area of specialization to another. Once bottlenecks are identified, processes can be streamlined and improved, driving efficiency and reducing costs. These deep insights are how shared service centers truly reap the benefits of this organizational model. In fact, 80% of SSCs drive service performance through continuous improvement/process excellence.³

An HR Service Delivery platform provides **advanced analytics** to drive this continuous improvement. The first step is providing HR reps with a view into their own performance, so they know how frequently they are missing SLAs and how many employee requests they are able to solve. The next step is to provide HR leaders with easy-to-read dashboards that give insight into the business. They can monitor performance and make informed decisions on how to optimize. With advanced analytics, HR takes data-driven action to improve the shared service center performance and better serve employees.



^{3,4}SSON 2017 Report

PLATFORM REQUIREMENTS TO LOOK FOR

- ✓ In-depth insights into parts of the business you could never measure before, from HR processes to employee requests and files
- ✓ Ability to create custom reports on KPIs, such as SLA performance, time to close, requests by category, and more
- ✓ Metrics for HR representatives regarding their personal performance
- ✓ Easy-to-read data visualization to quickly understand performance and optimize
- ✓ Drill down capabilities to get at the data underneath
- ✓ Ability to view documents that are missing or about to expire for proactive compliance

Drive Results with an HR Service Delivery Platform

A modern, global HR Service Delivery platform helps you achieve shared service center excellence. PeopleDoc makes it simple to provide the contextual, on-demand Tier Zero support that employees have come to expect. Employees across all geographies are supported from a central HR organization. Agile HR is enabled, achieving efficiency and value through continuous optimization.

PeopleDoc supports any organizational model you may have in place, so you don't have to wait for a shared service center to be created in order to gain the benefits. In fact, if you are transitioning to a shared service center model, deploying PeopleDoc can provide a smoother transition for your HR teams and your employees.

User experience is at the heart of PeopleDoc. We've built our software so that employees and HR love it. You can easily make changes to processes, forms, and workflows on your own, without having to ask IT to spare valuable time. And the tools provided ensure you mitigate risk and stay ahead of compliance.

PeopleDoc clients see real results. Clients like [Nestle](#) have realized a **30% increase in HR productivity** by using our solution. When [Biogen](#) moved to an HR shared services model, they needed a way to provide HR teams with access to documents and to automate processes. By using PeopleDoc, they **reduced contract completion time from 11 days to 1 day**.

Whether you've made the move to a shared services model or you're just beginning to consider it, PeopleDoc will transform how you deliver HR services to your employees. You'll improve employee experience, your HR team will have the technology they need to be effective in helping employees, and you'll have real business results that you can brag about.



PeopleDoc by Ultimate Software

PeopleDoc by Ultimate Software is committed to putting people first. The PeopleDoc HR Service Delivery platform helps HR teams upgrade the employee experience, improve HR agility, and ease compliance management. PeopleDoc global cloud solutions provide employee case management, knowledgebase, process automation, employee file management, and eVault capabilities.

Delivered 100% software as a service, PeopleDoc solutions integrate with a wide range of HR and enterprise systems and can be implemented in 8–12 weeks. PeopleDoc is part of Ultimate Software, a leading global provider of cloud-based human capital management solutions. Known for its “People First” culture, Ultimate has ranked in the top 25 on Fortune’s U.S.-based *100 Best Companies to Work For* list since 2012, and #1 on Fortune’s *Best Workplaces in Technology* list, in the “Large Companies” category, since 2016. Ultimate employs more than 5,200 professionals and serves approximately 6,100 customers worldwide.

More information about PeopleDoc by Ultimate Software can be found at www.people-doc.com.

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