

Two-day executive led forum:
26-27 November 2002



Shared Services for HR Think Tank

Think Tank Topics include:

- HR shared services: what is the new corporate view?
- Is it possible to establish a single European shared services centre?
- How do you get buy-in from key stakeholders and ensure business benefits are delivered?
- How do you engage with the customer?
- What criteria should you have in place when considering a BPO solution?
- How do you create a platform for growth? How can shared services influence change?

Special feature: Interactive pre-conference workshop, 25 November 2002

How do you create value added HR shared services?

Work with one of the UK's pioneers of value based HR to discuss:

- What is the value of a shared services centre?
- What are the risks facing HR if they continue to follow traditional operational procedures?
- What is HR contributing to the business: how is that measured?

Think Tanks

facilitated by:

NHS

Nicholas Higgins,
Corporate Scientist

AMP

B & Q

Henkel

Kent County Council

Compass Group

SBPOA

Cargill

British American Tobacco

Standard Chartered Bank

Cisco Systems

Citigroup

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Pre-conference workshop, 25 November 2002, 10:00 – 15:00

How do you create value added HR shared services?

"HR should play a more strategic role in the business" - What does this mean in practice?

During this interactive workshop you will work with one of the UK's pioneers of value based HR. Nicholas Higgins, Corporate Scientist, will approach the issue of value by questioning the traditional role of the HR department and shared services within that. He will argue that although shared services is a cost reduction exercise, many companies are unclear about its value or its contribution to business goals.

During the workshop you will take part in exercises, which will help you to create transparency around the value of HR. In particular you will question:

- What do we traditionally interpret as the value of HR and HR shared services?
- What do we mean by the term 'strategic role in the business'?
- What are the expectations of HR?

- Why have HR shared services?
- What is HR contributing to the business: how is that measured?
- What is the value of performance measurement?
- What are the risks facing HR if it continues to operate as HR departments have traditionally operated?

As a participant in the workshop you will develop a clear understanding of how to calculate the value proposition of your HR shared services. You will also receive an understanding of how to make HR count in your organisation. This challenging workshop is targeted both at practitioners thinking about shared services and those who already have HR shared services in operation.

Facilitated by Nicholas J Higgins, Corporate Scientist



Shared Services for HR Think Tank, 25-27 November 2002

Day One, Tuesday 26 November 2002

8:30 Coffee and registration

9:00 Chair's introduction
Józefa Fawcett, Director, Knowledge Management Centre Network, NHS

9:15 HR shared services: what is the new corporate view?

- How do you define the value proposition of HR shared services?
- How should shared services become part of the strategic contribution to the business?
- How many companies view HR as a strategic value contribution?
- What are the expectations of HR's contribution from the business and from its customers?
- How does HR position itself within its corporate environment?

Nicholas J Higgins, Corporate Scientist

10:15 How do you create an efficient, timely, high quality department?

- How do you achieve internal commitment during the process planning stages?
- How do you create synergy between systems interface, people requirements and process planning?
- How do you allocate HR responsibilities back into the business?
- How do you launch HR self-service to encourage uptake and increase process transparency?

Carl Barlow, Operations Support Services Manager, AMP

11:15 Coffee and networking

11:45 How do you integrate an ERM technology solution into work processes and the culture within your shared services?

- How do you align employee objectives with the objectives of the corporation?
- How do you train employees to exploit employee self-service tools?
- How do you measure employee productivity gains following the implementation of an ERM solution?

Co-Sponsor TBC

12:45 Networking lunch

Choose between A or B

14:15 How do you create a new vision for value added HR?

- What factors should you consider before re-engineering your HR services?
- Should you go for a gradual change over big bang?
- How do you gain internal credibility and sponsorship?
- How do you ensure that the services offered meet the needs of the customers?
- How do you ensure that the business has the technology to support HR shared services?

David Foote, HR Manager, B & Q

Rebecca Lambert, HR Services Centre Manager, B & Q

14:15 Is it possible to establish a single European shared services centre?

- Data management: how do you perform data management across borders?
- How do you deal with works councils?
- How did the implementation of a global HR SAP platform create the foundation for a global HR offering?
- How do you co-ordinate data collection from European subsidiaries?
- What do you need to succeed: data warehouses, data management, and language capabilities?
- What performance measures need to be put in place?
- How do you anticipate the local data harmonisation effort that would be required to conform to global HR requirements?
- How do you balance local legal requirements with the global scope?

Oliver Baldauf, Manager Human Resources Information Management, Global European Process Management, Henkel

Choose between C or D

15:15 What criteria should you have in place when considering a BPO solution?

- What are the drivers behind the decision to go down an outsourcing route?
- When is the right time to consider outsourcing as an option?
- What costs are involved in conducting a review of outsourcing options?
- How important is it that the outsourcing supplier can prove they can make money out of the deal?

- Why did Kent County Council decide not to go down an outsourcing route?
- What are the alternatives?

Craig Griffin, Director, Kent Support Services Improvement Programme, Kent County Council

15:15 **THINK TANK** **How do you engage key stakeholders and ensure HR can deliver proposed benefits**

- How do you achieve business commitment?
- How do you establish and retain a committed team of professionals to see through the project?
- How do you plan ahead for the impact on the business?
- How do you ensure quality communication?
- How do you use the information that has been unlocked to deliver business benefits?

Sally Mason, Project Manager, Compass Group

16:15 Coffee and networking

16:45 Workshop debrief
Józefa Fawcett, Director, Knowledge Management Centre Network, NHS

17:15 Chair's summation and end of day one

Day Two, Wednesday 27 November 2002

8:30 Registration and coffee

9:00 Chair's introduction
Józefa Fawcett, Director, Knowledge Management Centre Network, NHS

9:15 **THINK TANK** **How do you engage with the customer?**

- How do you articulate to the customer the value of working in a shared services environment?
- What is the commercial benefit of adopting a partnership approach to HR service delivery?
- For a function that is traditionally seen as 'back office', what difference will this way of working make?

Andrew Kris, Chairman, SBPOA

10:15 **THINK TANK** **Should you recognise shared services as a change management project or a systems project?**

- How do you create a business model for a European shared services centre?
- How important are cultural considerations in Europe?
- What are the benefits of creating a single European shared services centre: cost versus transparency?
- How do you create a vision for a global shared services centre, which takes into consideration differences in governance, culture and language?
- How do you measure effectiveness and performance?
- Can you effectively run shared services from a single European shared services centre?

Liz Harper, European HR Shared Services Manager, Cargill

11:15 Coffee and networking

Choose between E or F

11:45 **THINK TANK** **How do you build a business case for HR shared services across disparate groups with different cultures?**

- How do you get buy-in: what does that mean?
- How do you change the mindset of business partners to create synergies across the business?
- What do you understand by a successful change management project?
- How do you design a transformation model which will drive change?

Simon Heath, HR Transformation, British American Tobacco

11:45 **THINK TANK** **How do you establish global shared services and restructure the HR department to support a new way of working?**

- What challenges did Standard Chartered Bank encounter in web-enabling HR shared services?
- What were the drivers behind the decision to set up a global shared services centre?
- What HR principles governed the transition of HR employees to the service centres?
- What approach did Standard Chartered Bank take in integrating the management of the centres into the overall group HR structure?

P-K Medappa, Head of Service Delivery HR, Standard Chartered Bank

12:45 Lunch and networking

Choose between G or H

14:15 **THINK TANK** **What role does e-HR have to play within shared services?**

- What role do web-based HR services have to play in creating integrated global shared services?
- How does the customer interact with the shared services in an e-HR environment?
- Is it possible to create a web-based shared services centre with little or no human intervention?
- Is e-HR the future of shared services?

Ian Ruddy, Head of HR UK & Ireland, Cisco Systems

14:15 **THINK TANK** **How do you create a global HR shared services centre?**

- How does employee self-service fit into a global strategy?
- How do you launch a transformation project to create a globally focused workforce?
- How can you work with technology suppliers to ensure technology applications can support a global operation?
- What issues around security do you face in establishing a global data warehouse?
- How do you demonstrate HR value that is tangible?
- What are the issues around: communications, data integrity, systems functionality, integration, language and workflow?

David Balmer, VP, Citigroup

15:15 **THINK TANK** **Business process outsourcing solutions for HR**

- When should you consider a BPO solution?
- What are the requirements of the business when entering a BPO arrangement?
- How do you secure buy-in from the business?
- What kind of BPO model should you adopt?

Co-Sponsor *TBC*

16:15 Workshop debrief and coffee
Józefa Fawcett, Director, Knowledge Management Centre Network, NHS

16:30 Close of conference

