#### Two-day executive led forum:

26-27 November 2002

SS Think

# 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

10% Early Bird discount on payments made before 10 October 2002





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

Why have HR shared services?

How do you create value added HR shared services?

#### "HR should play a more strategic role in the business" - What does this mean What is HR contributing to the business: how is that measured? in practice? What is the value of performance measurement? During this interactive workshop you will work with one of the UK's pioneers of What are the risks facing HR if it continues to operate as HR 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 departments have traditionally operated? 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. 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 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: an understanding of how to make HR count in your organisation. This challenging What do we traditionally interpret as the value of HR and HR workshop is targeted both at practitioners thinking about shared services and shared services? those who already have HR shared services in operation. What do we mean by the term 'strategic role in the business'? Facilitated by Nicholas J Higgins, Corporate Scientist What are the expectations of HR? Shared Services for HR Think Tank, 25-27 November 2002 Day One, Tuesday 26 November 2002 Choose between A or B 14:15 How do you create a new vision for value added HR? 8:30 Coffee and registration THINK TANK What factors should you consider before re-engineering your 9:00 Chair's introduction Should you go for a gradual change over big bang? Józefa Fawcett, Director, Knowledge Management Centre Network, NHS How do you gain internal credibility and sponsorship? How do you ensure that the services offered meet the needs of 9:15 HR shared services: what is the new corporate view? the customers? How do you ensure that the business has the technology to How do you define the value proposition of HR shared services? How should shared services become part of the strategic support HR shared services? David Foote, HR Manager, B & Q contribution to the business? Rebecca Lambert, HR Services Centre Manager, B & Q How many companies view HR as a strategic value contribution? What are the expectations of HR's contribution from the 14:15 Is it possible to establish a single European shared business and from its customers? THINK TANK services centre? How does HR position itself within its corporate environment? Data management: how do you perform data management Nicholas J Higgins, Corporate Scientist across borders? How do you deal with works councils? 10:15 How do you create an efficient, timely, high quality department? В How did the implementation of a global HR SAP platform create How do you achieve internal commitment during the process the foundation for a global HR offering? planning stages? How do you co-ordinate data collection from European subsidiaries? How do you create synergy between systems interface, people What do you need to succeed: data warehouses, data requirements and process planning? management, and language capabilities? How do you allocate HR responsibilities back into the business? What performance measures need to be put in place? How do you launch HR self-service to encourage uptake and How do you anticipate the local data harmonisation effort that would be required to conform to global HR requirements? increase process transparency? How do you balance local legal requirements with the Carl Barlow, Operations Support Services Manager, AMP global scope? Oliver Baldauf, Manager Human Resources Information Management, 11:15 Coffee and networking Global European Process Management, Henkel 11:45 How do you integrate an ERM technology solution into work Choose between C or D processes and the culture within your shared services? How do you align employee objectives with the objectives of 15:15 What criteria should you have in place when considering a the corporation? **BPO** solution? THINK TANK How do you train employees to exploit employee self-What are the drivers behind the decision to go down an outsourcing route? How do you measure employee productivity gains following the When is the right time to consider outsourcing as an option? implementation of an ERM solution? What costs are involved in conducting a review of Co-Sponsor TBC How important is it that the outsourcing supplier can prove they

Networking lunch

12:45

can make money out of the deal?

Choose between E or F Why did Kent County Council decide not to go down an outsourcing route? How do you build a business case for HR shared services What are the alternatives? across disparate groups with different cultures? Craig Griffin, Director, Kent Support Services Improvement Programme, How do you get buy-in: what does that mean? Kent County Council How do you change the mindset of business partners to create synergies across the business? 15:15 How do you engage key stakeholders and ensure HR can What do you understand by a successful change deliver proposed benefits management project? How do you design a transformation model which will How do you achieve business commitment? How do you establish and retain a committed team of drive change? Simon Heath, HR Transformation, British American Tobacco professionals to see through the project? How do you plan ahead for the impact on the business? 11:45 How do you establish global shared services and restructure How do you ensure quality communication? the HR department to support a new way of working? How do you use the information that has been unlocked to What challenges did Standard Chartered Bank encounter in deliver business benefits? web-enabling HR shared services? Sally Mason, Project Manager, Compass Group What were the drivers behind the decision to set up a global shared services centre? 16:15 What HR principles governed the transition of HR employees to Coffee and networking the service centres? What approach did Standard Chartered Bank take in integrating 16:45 Workshop debrief the management of the centres into the overall group HR Józefa Fawcett, Director, Knowledge Management Centre Network, NHS P-K Medappa, Head of Service Delivery HR, Standard Chartered Bank 17:15 Chair's summation and end of day one 12:45 Lunch and networking Day Two, Wednesday 27 November 2002 Choose between G or H 14:15 What role does e-HR have to play within shared services? What role do web-based HR services have to play in creating 8:30 Registration and coffee integrated global shared services? How does the customer interact with the shared services in an 9:00 Chair's introduction e-HR environment? Józefa Fawcett, Director, Knowledge Management Centre Network, NHS 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? 9:15 How do you engage with the customer? Ian Ruddy, Head of HR UK & Ireland, Cisco Systems How do you articulate to the customer the value of working in a shared services environment? 14:15 How do you create a global HR shared services centre? What is the commercial benefit of adopting a partnership How does employee self-service fit into a global strategy? approach to HR service delivery? How do you launch a transformation project to create a globally For a function that is traditionally seen as 'back office', what focused workforce? difference will this way of working make? How can you work with technology suppliers to ensure Andrew Kris, Chairman, SBPOA technology applications can support a global operation? What issues around security do you face in establishing a global data warehouse? 10.15 Should you recognise shared services as a change How do you demonstrate HR value that is tangible? management project or a systems project? What are the issues around: communications, data integrity, How do you create a business model for a European shared systems functionality, integration, language and workflow? services centre? David Balmer, VP, Citigroup How important are cultural considerations in Europe? What are the benefits of creating a single European shared 15:15 **Business process outsourcing solutions for HR** THINK TANK services centre: cost versus transparency? When should you consider a BPO solution? What are the requirements of the business when entering a BPO How do you create a vision for a global shared services centre, which takes into consideration differences in governance, How do you secure buy-in from the business? culture and language? What kind of BPO model should you adopt? How do you measure effectiveness and performance? Co-Sponsor TBC Can you effectively run shared services from a single European shared services centre? 16:15 Workshop debrief and coffee Liz Harper, European HR Shared Services Manager, Cargill Józefa Fawcett, Director, Knowledge Management Centre Network, NHS 11:15 Coffee and networking 16:30 Close of conference





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#### Shared Services for HR Think Tank

www.sharedservicespractitioner.com

26-27 November 2002 Pre-conference workshop 25 November 2002

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