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WORK at LIGHTSPEED™

What You Need to Know for Establishing a Best-In-Class HR Shared Service Center

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PANELISTS:
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STEFFEN CONRAD, adidas Group
SUE OHARA, EY

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TITLE: Director,
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COMPANY: Envision Healthcare



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TITLE: Sr Mgr,
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TITLE: Manager, HR Service Operations

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TITLE: Talent Shared Services Leader

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Session Overview



What You Will Learn

- Discover what it takes to build a best-in-class HR Shared Service center in your organization
- Hear a variety of customer perspectives on how and why they transformed to a HR Shared Services model
- Learn how transforming to a HR Shared Service model will help improve cost, efficiency and service delivery
- Take the opportunity to interact with the panelists in the Q&A portion of the session

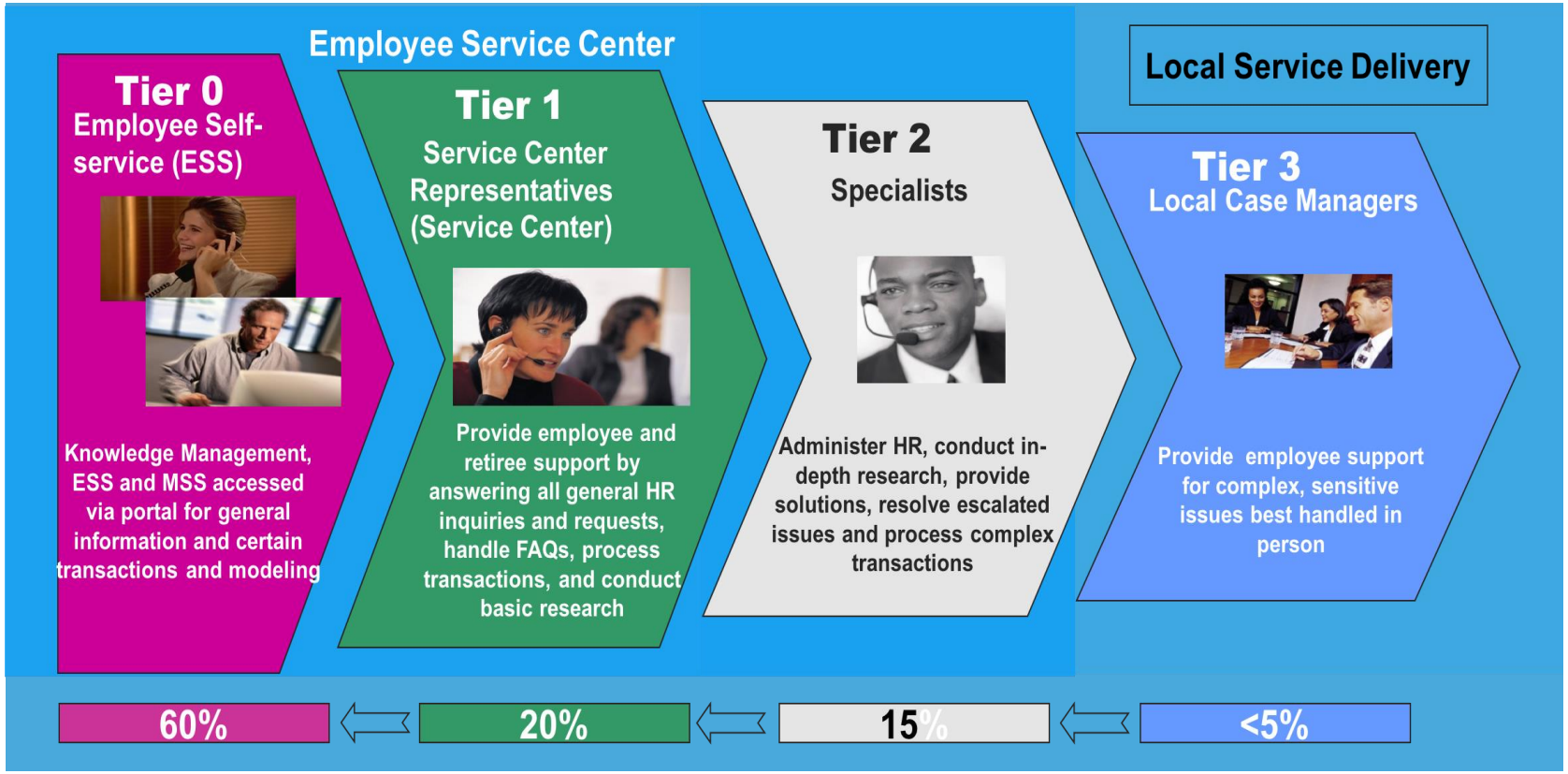
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First, A Quick Poll

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Audience Poll: Show of Hands



How many of you are already planning on changing to a HR Shared Services Model?

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HR Shared Services 2017 Trends

1. Shift from HR-centric to employee-centric
2. Shift from workforce segment management to integral workforce management
3. Shift from transactional to knowledge based
4. Shift from physical centralized shared service centers to virtual centers
5. Shift from contact management to experience management
6. Shift from systems of “record” to system of “engagement”
7. Shift from ”reporting” to ”analytics”
8. First and Single point of contact
9. Run as a business
10. Virtual “artificial intelligence” assistance and Process robotics

Sources: HR Trend Institute, HR Shared Service Institute, 6-9 from Workforce Solutions Review article “The Future of HR Shared Service Technologies”, November 2016

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Customer Panel Discussion

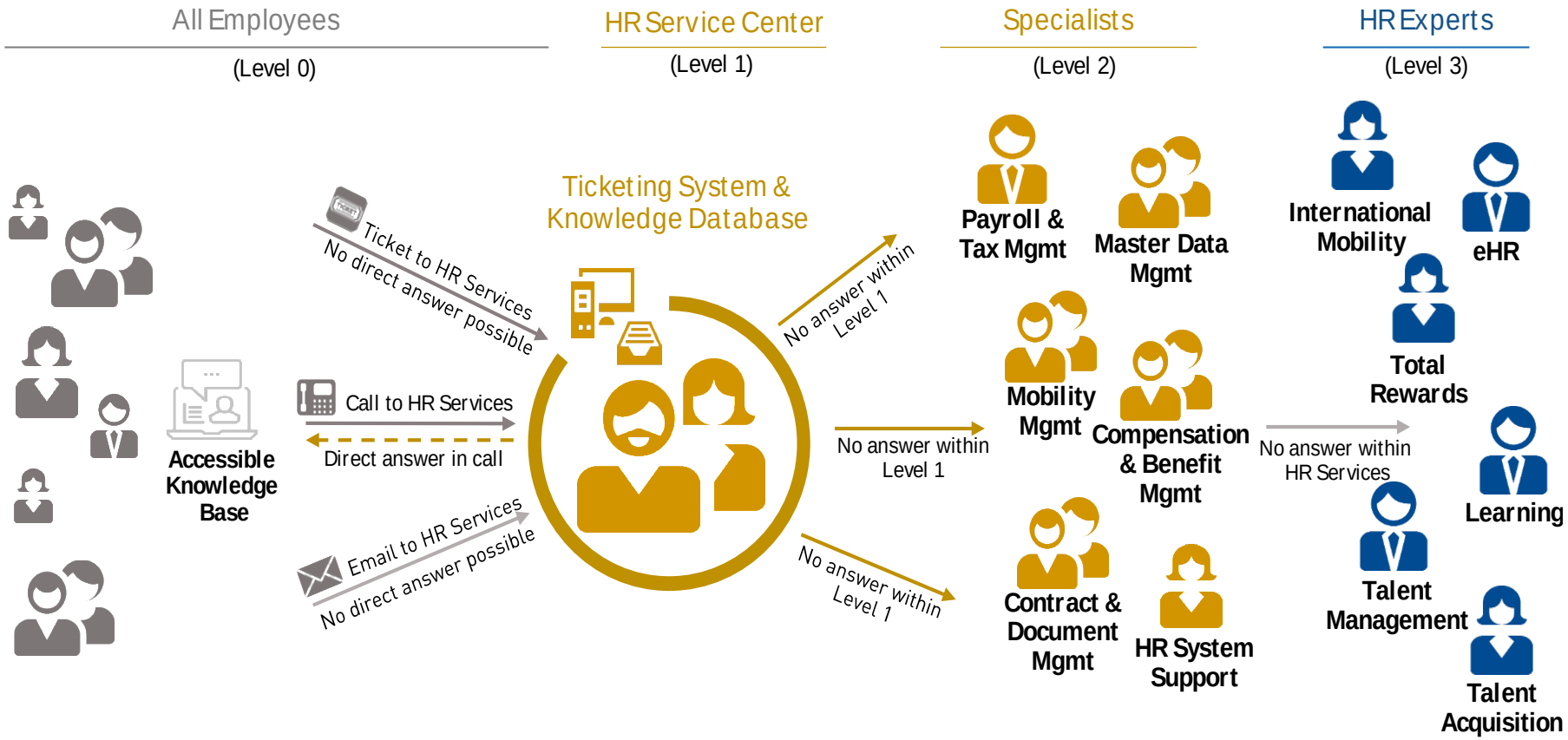
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Provide some background into how your HR organization is organized, specifically around HR Shared Services?

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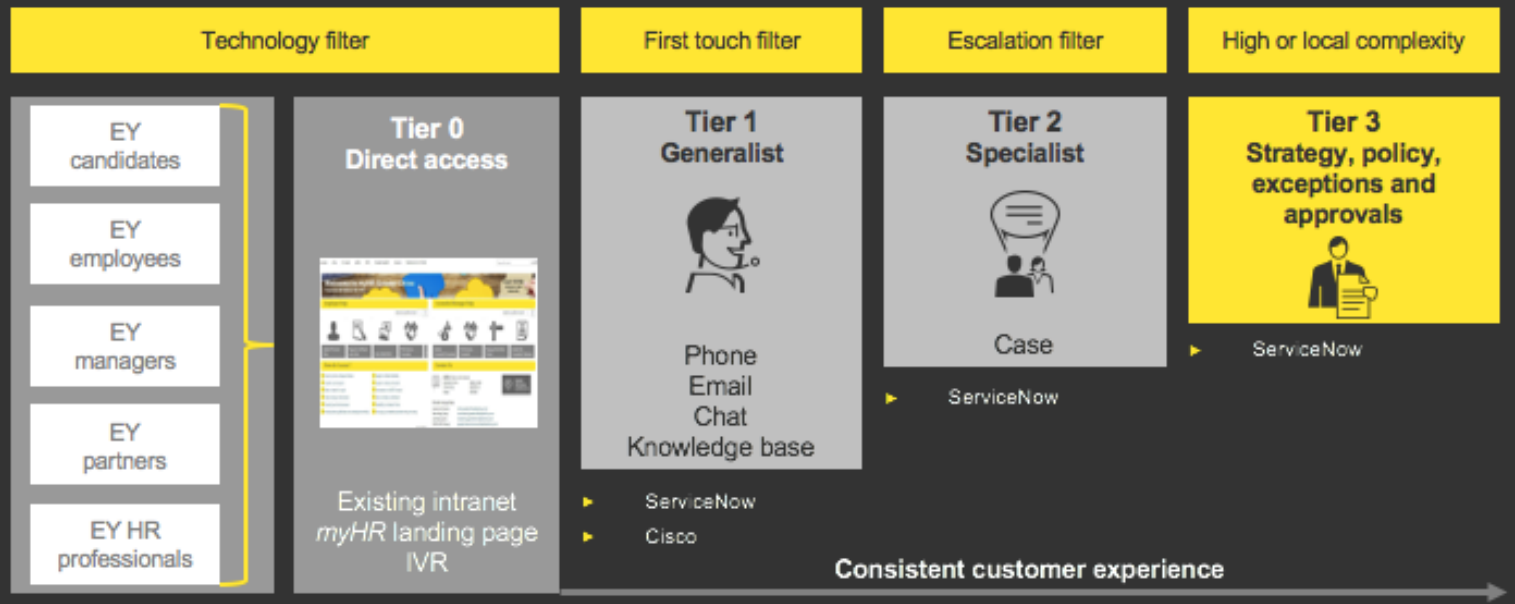
How HR Services inquiries get answered



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Global HR Contact Center transformation



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Can you tell us why you chose an HR Shared Services model and what were the drivers behind that decision?

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Envision HEALTHCARE

Why Service Management?

- We wanted…
  - Consistency in processes
  - Efficiency
  - Automation
  - Field HR resources → strategic vs transactional

My HRconnection



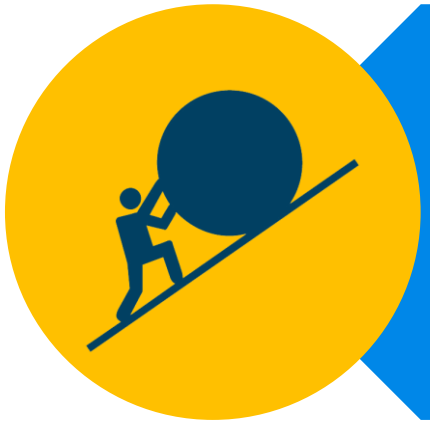
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Employee Experience

- No global portal
- Inconsistent user experience
- Limited self-service
- Challenging to navigate



HR Ops Experience

- No enabling technology; highly manual & time consuming
- No metrics or trend analysis
- Onboarding challenge due to lack of process

GENERAL MILLS

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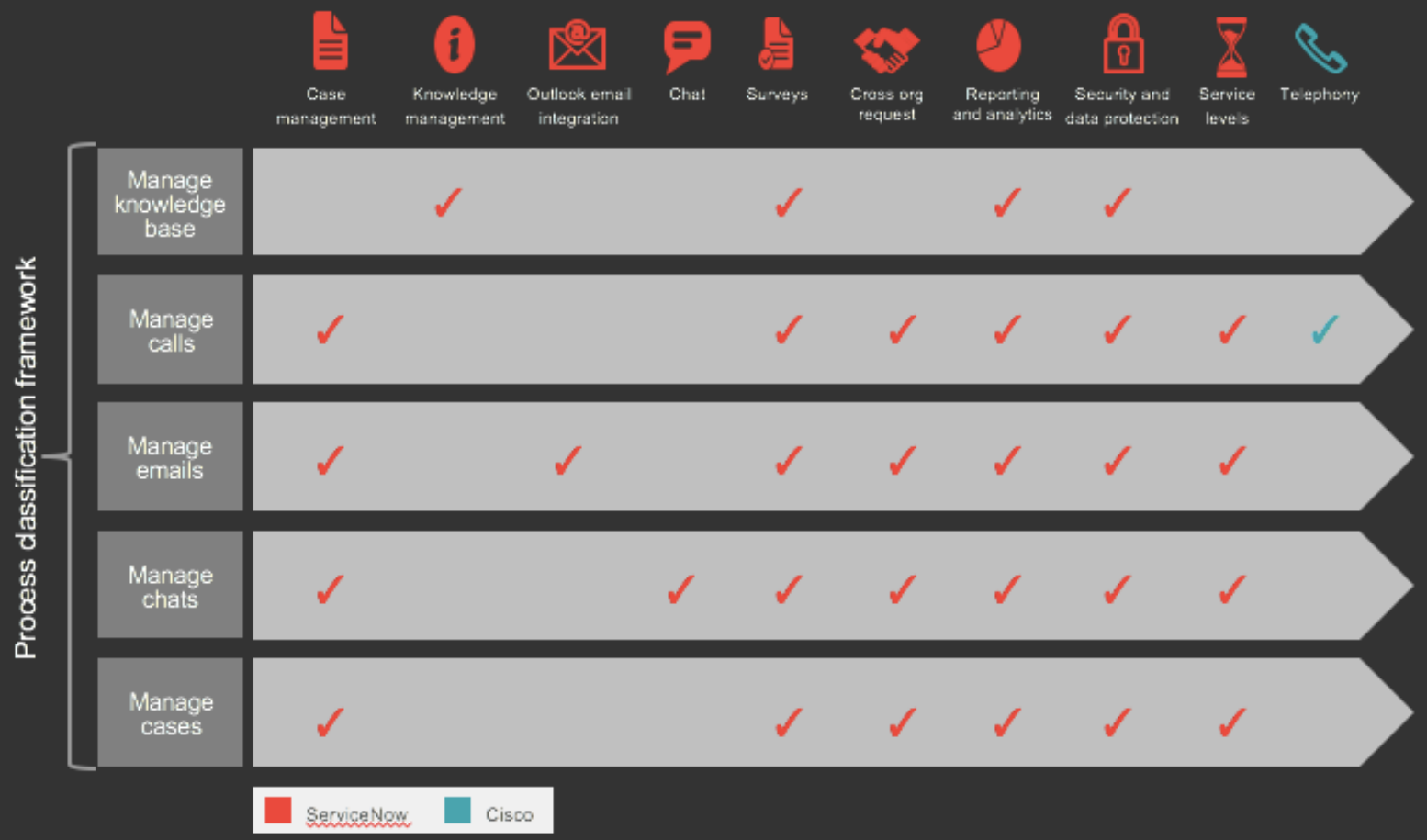
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What the key factors in selecting ServiceNow for HR? And, can you talk about how you are using SN for HR?

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Global HR Contact Center transformation

We streamlined processes and technology to *get the house in order.*



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Enhanced, simpler user experience

Robust integration with Workday technology

Out-of-box metrics

User history and case information visible for Global HR Shared Service Center agents

Ease of portal content changes and governance

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What is the key factor in getting approval to invest in a new technology?

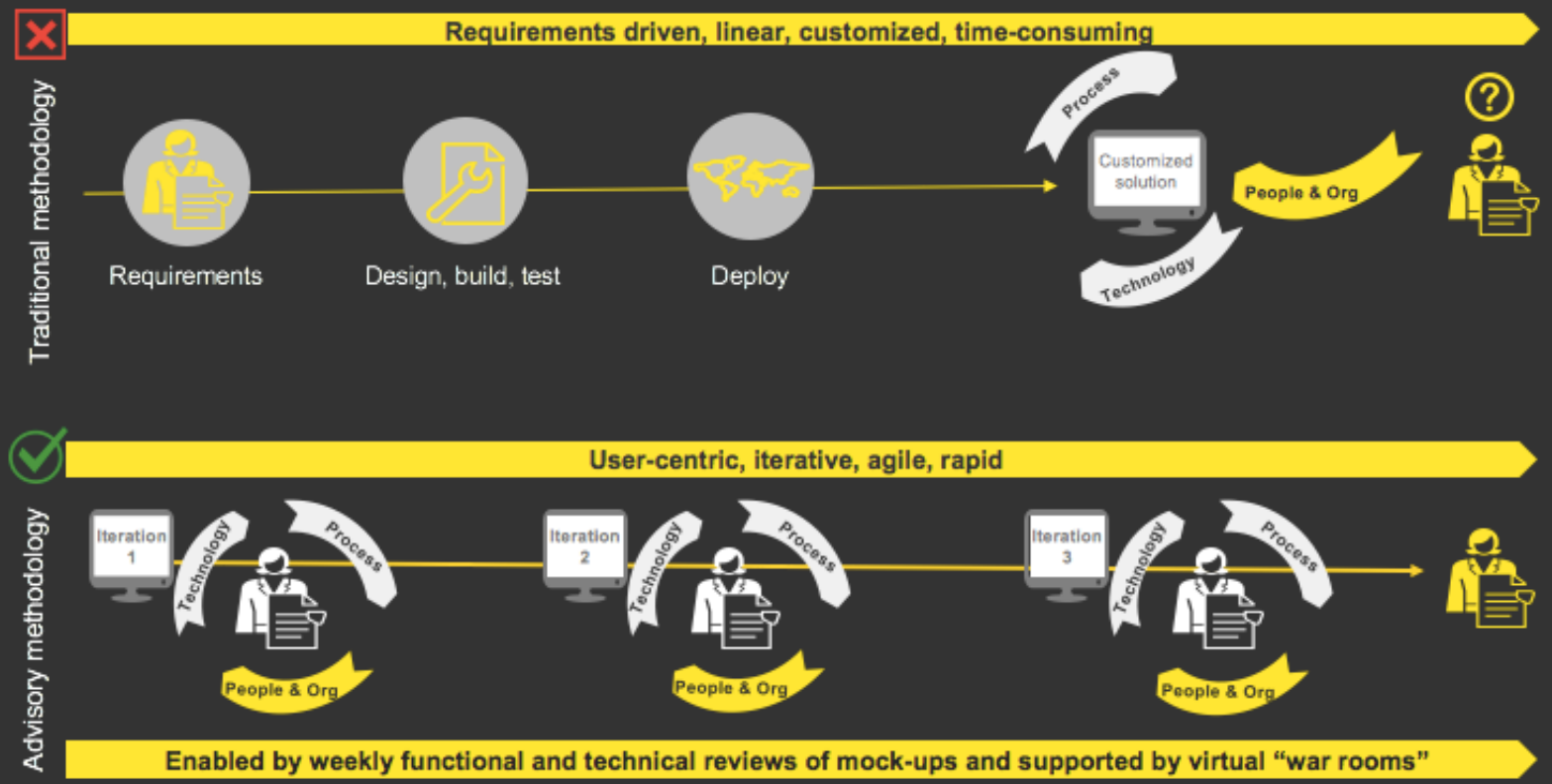
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How did you approach the implementation of ServiceNow in HR?

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Global HR Contact Center implementation

How did you approach the implementation of ServiceNow in HR?



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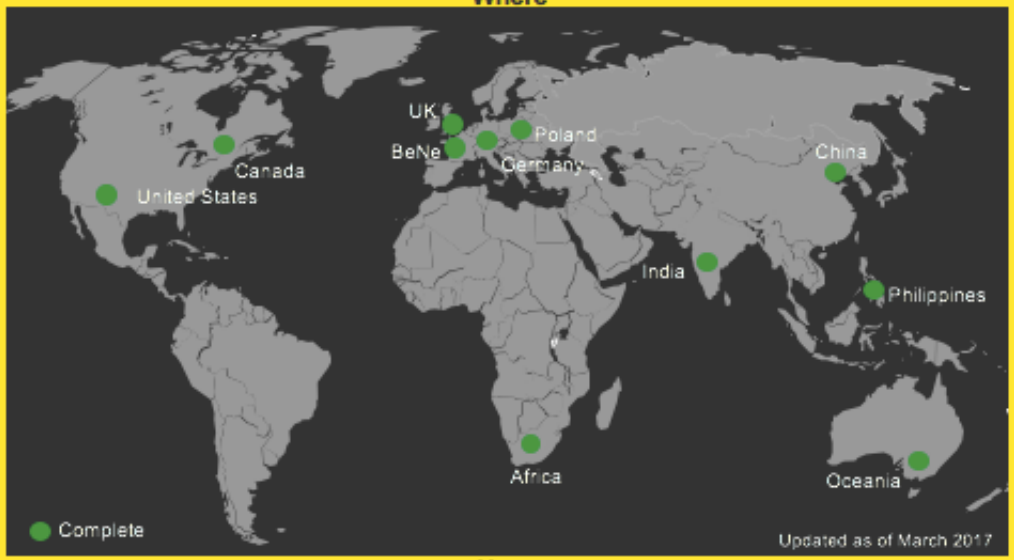
Global HR Contact Center implementation

We deployed globally and rapidly

When

- January 2015 — Strategy and business case
- Technology vendor selection
- Process design kickoff
- July 2015 — Implementation partner selection
- Technology design kickoff
- December 2015 — Complete technology build
- User acceptance testing
- February 2016 — First go-live
- Completion of 10 global go-lives
- January 2017 — Completion of global chat roll-out

Where



How

- 4 technology vendors assessed
- 3 implementation partners assessed
- 238 functional requirements
- 5 key global processes
- 14 core project team members
- 15 Contact Center subject-matter resources (global)
- 15 weeks of iterative global build
- 147,000 employees touched by the new solution
- 600 HR Shared Services staff using the new solution

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Talk about how your move to a shared service model impacted the other areas of HR, Business Partners, COE’s etc.

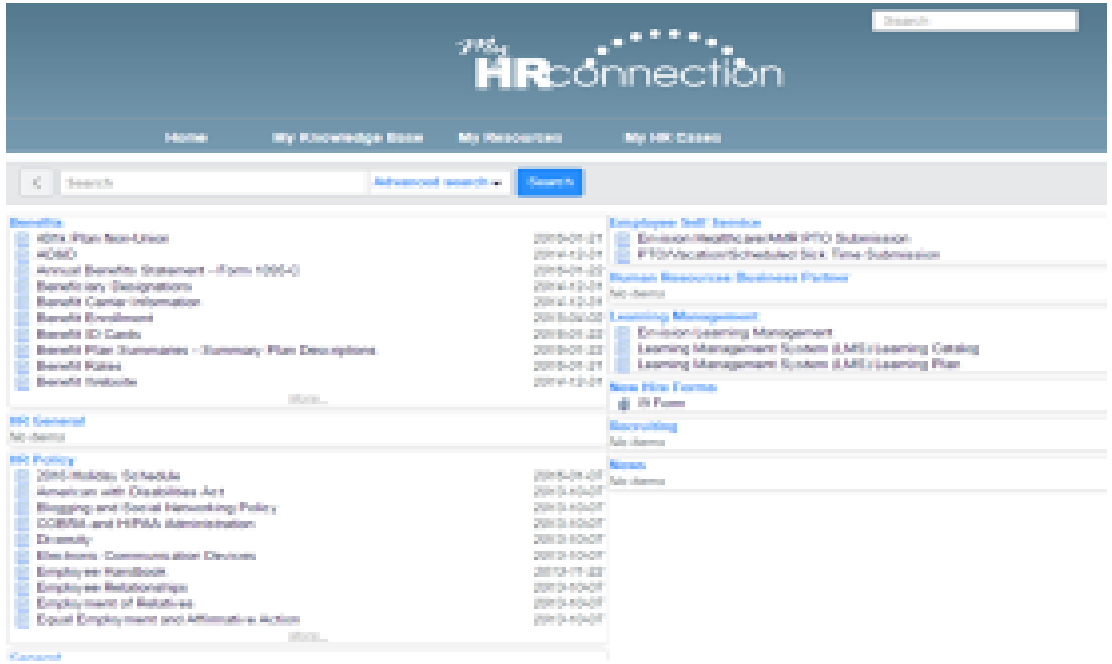
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What were your big ah ha moments and some of your quick/notable wins after going live with ServiceNow?

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Envision HEALTHCARE

Knowledgebase



- Approximately 1,500 published knowledge articles
- New hire guides
- Policies, procedures, and SOPs
- Employee handbooks

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Key benefits

We achieved greater operational effectiveness and efficiency; we are now ready to focus on enhancing the customer experience.

Yesterday	Today
Process inconsistency No consistent tier model, different forms and effectiveness of knowledge repository	**Process consistency** Globally consistent, tier-based process with clear roles and responsibilities with one single HR knowledge base
Technology inconsistency Multiple systems with limited tracking and reporting; inadequate data privacy protection	**Technology consistency** One global technology platform with role/geography-based accesses
Scope inconsistency Different range and depth of services delivered and processes covered	**Scope consistency** Defined global scope of work to support ongoing and future migrations of services to Shared Services
Organization inconsistency Different organizational models with disconnected teams reporting into two functional leadership groups	**Organization consistency** Clear multi-tier model, locally adjustable, with better connected teams reporting into a single leadership group
Service measurement inconsistency Work categorized and measured differently, not comparable across centers and heavy manual reporting	**Service measurement consistency** Real-time, automated, comparable reporting with greater insights into employee interactions with HR

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Talk about the change management effort in moving the culture to your new model?

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KEY CHANGE GOALS AND SUCCESS FACTORS

WHAT DOES THE END STATE LOOK LIKE?

1 Build Confidence

Building confidence with stakeholder groups forms the basis for their support and belief in HR Services' capabilities to go full scope

Critical success factors for change

- Stakeholders feel engaged through regular exchange
- HR Services is perceived as One Team (Give team a face)
- Enablers understand their role and feel confident to respond to resistance

2 Reinforce the Change

Re-define key stakeholder groups, manage their expectations, establish the right mindset, and empower them to reinforce the change

Critical success factors for change

- Senior leadership feels empowered to drive change
- The HR operating model is lived by everyone
- Stakeholders feel accountable in the process

3 Foster continuous Development

Continuous development sets the team apart through feedback culture, clear goals, effective decision-making, collaboration and mutual trust

Critical success factors for change

- Team work is promoted through team goals
- Feedback is viewed as a chance to develop oneself and the team
- Knowledge, Competencies & Collaboration are strengthened

adidas GROUP

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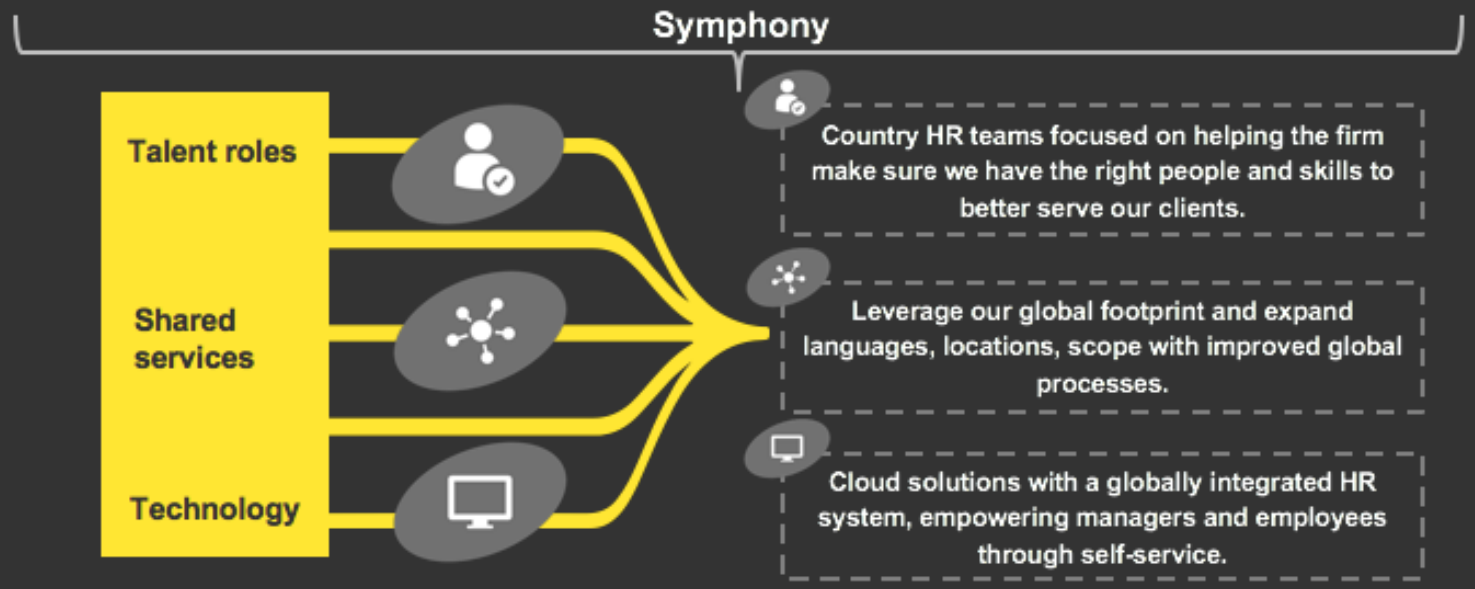
What is next for your organization in terms of HR Service Delivery?

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Case for change

Rapid growth and changes to the external world require us to transform our HR.





Whenever you join, however long you stay, the exceptional EY experience lasts a lifetime.

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Q & A

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Thank You

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