



new report
Thorogood Professional Insights

THOROGOOD

TRANSFORMING HR

How to get shared services, outsourcing and business partnering to deliver what you want

Ian Hunter and Jane Saunders

“69% of HR professionals interviewed believed the HR department was falling short of meeting the business’s expectations.”



THE CHALLENGE FACING YOU

Faced with threats and challenges as never before, HR professionals urgently need to adapt new models to deliver real value to the business.

THE SOLUTION

This specially commissioned report sets out a blue-print for the future of HR to enable you to deliver proven value to your Board, business and colleagues.

IN THIS GROUND-BREAKING REPORT YOU WILL LEARN ALL ABOUT

- 1 How to free up HR to deliver
- 2 The role of the Business Partner
- 3 The role of the Shared Service Centre
- 4 The pros and cons of outsourcing HR
- 5 The critical factors to look for in a partner
- 6 The keys to securing the best agreement
- 7 Techniques for leveraging technology

THOROGOOD *Professional Insights* provide:

- 1 The latest thinking on topics of critical importance
- 2 Authoritative advice and practical solutions
- 3 Tips and techniques for improving performance
- 4 Clear guidance on best practice
- 5 Experience and insight

CONTENTS

THE NEW HR MODEL

- HR Operating Model
- Moving away from the old model
- Freeing up HR to deliver
- Fulfilling the roles in HR
- Role of the HR Business Partner
- What does this mean for the line manager?
- The role of the line manager
- Line management concerns
- Role of the HR Center of Excellence
- Role of the Shared Service Center
- Drive down SG&A (sales, general and administrative overhead) costs
- Create a clear relationship between costs and service
- Improve service levels and quality
- Maximize technology investments

HR OUTSOURCING

- What are the issues driving companies to outsource their HR functions?
- What are the advantages of outsourcing?
- What are the disadvantages of outsourcing?

- How do companies take the 'make' or 'buy' decision for HR services?
- What are the critical factors to look for in an HR outsourcing partner?
- What is the typical scope of an HR outsourcing arrangement?
- What are the reasons that HR outsourcing may under deliver?
- Should the company fix the problems internally before considering outsourcing?
- What is the likely future of HR outsourcing?
- Five guidelines to help achieve a great HR outsourcing agreement

HR SHARED SERVICES

- The model in more detail
- The contact center and customer contact model
- Organizing around process
- Advantages of the SSC model
- Disadvantages of the SSC model

SKILLS FOR THE NEW WORLD

- Managing operations
- Managing delivery
- Managing customers
- Managing service
- Managing suppliers
- Accepting new disciplines

- The importance of context
- Process
- Engage
- Analyze
- Analyzing the service
- Predicting the future
- Reading between the interpersonal lines
- Facilitate
- Influence
- Technical skills

SUMMARY

- Line management
- Evaluating the functions performance
- Further leveraging of technology and outsourcing
- Changing the skills and career path for HR
- Where should HR focus next?

APPENDIX

- Scope of services
- Organization development
- HR strategy
- Labour relations
- Payroll
- Employee development
- Resourcing/recruiting

THE AUTHORS

Ian Hunter is a highly-experienced hands-on HR professional and business consultant, with acknowledged expertise in transition and programme management, outsourcing and shared service operations and design. He has held senior positions in international consultancies including PWC and Accenture as well as executive HR roles in companies such as BP and PepsiCo.

Jane Saunders is an experienced consultant with significant experience in HR strategy and transformation. She has held senior positions in both Accenture's HR Service outsourcing division and its change management consultancy. She has held senior HR positions in both the FMCG and professional services sectors.

Ian Hunter and Jane Saunders are founding partners of Orion Partners LLP, a specialist consultancy focused on delivering strategic HR transformation.

This report is based on interviews with over 60 HR leaders, drawn from all sectors of industry, as well as the public and not for profit sectors.

69% of HR professionals interviewed believed the HR department was falling short of meeting the business's expectations.

This new report has a clear objective to:

- reverse that trend
- transform your department and
- enable you to deliver real enhanced value to the organization

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“If you are an HR professional who plans to be working in 5 years' time, there's not much time left to get it right.”

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James Farrant is a specialist in change management and employee engagement and communication. He has advised many major organisations including BT and Cadbury Schweppes.

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