



**scottmadden**  
MANAGEMENT CONSULTANTS

**Smart. Focused. Done Right.®**

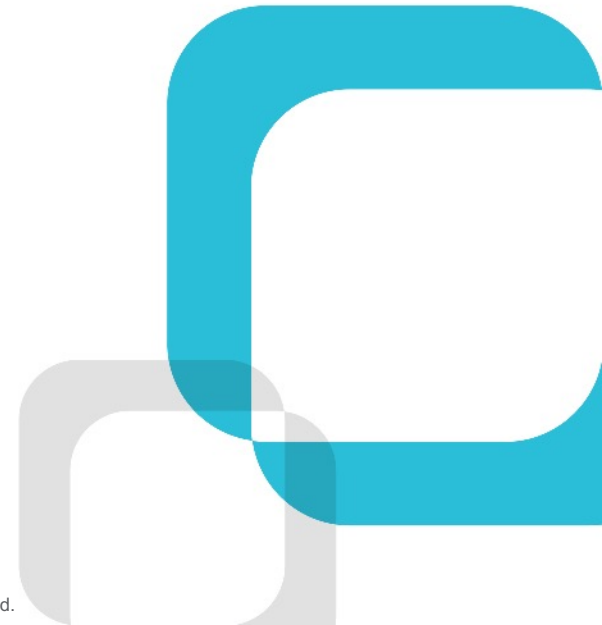


# HR Summit Workshop

Practical Solutions to Real Shared Services Dilemmas –  
Getting from Good to Great



June 2021



# Agenda

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01

INTRODUCTIONS



02

ABOUT  
SCOTTMADDEN



03

PAVING THE ROAD TO SUCCESS



04

ASSESSMENT FRAMEWORK & CASE  
STUDIES



05

VIRTUAL OPERATIONS – WHAT'S NEXT





# Introductions



# YOUR DISCUSSION LEADERS



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# About ScottMadden



# Who We Are

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**ScottMadden** is a management consulting firm with more than **35 years** of deep, hands-on experience.

We deliver a broad array of **corporate and shared services consulting services**—from strategic planning through implementation—across many industries, business units, and functions.

.....

WE DO

**WHAT IT TAKES  
TO GET IT DONE  
RIGHT**

## EXPERIENCE

Our experienced team has been a pioneer in corporate and shared services since the practice began decades ago. We employ deep, cross-functional expertise to produce practical, measurable solutions.

## SCOPE

We have completed more than 2,100 projects since the early '90s, including hundreds of large, multi-year implementations. Our clients range across a variety of industries from energy to healthcare to higher education to retail. Our areas of expertise span the spectrum of middle and back office corporate and shared services.

## SERVICES

We have helped our clients with governance, operational improvements, technology, organization design, and shared services design, implementation, and improvement.

**Our corporate and shared services knowledge, expertise, and experience are unmatched—no other firm has helped more clients with more unique solutions.**

# Representative Clients

Retail and Consumer Products	Manufacturing and Industrial	Technology and Communications	Higher Ed., Public Sector, and Defense	Energy and Utilities	Healthcare	Professional Services

Note: Representative sample; not all-inclusive of clients served. Excludes numerous well-known clients due to confidentiality agreements



# Paving the Road to Success



# Opportunities Exist, Regardless of Your Maturity



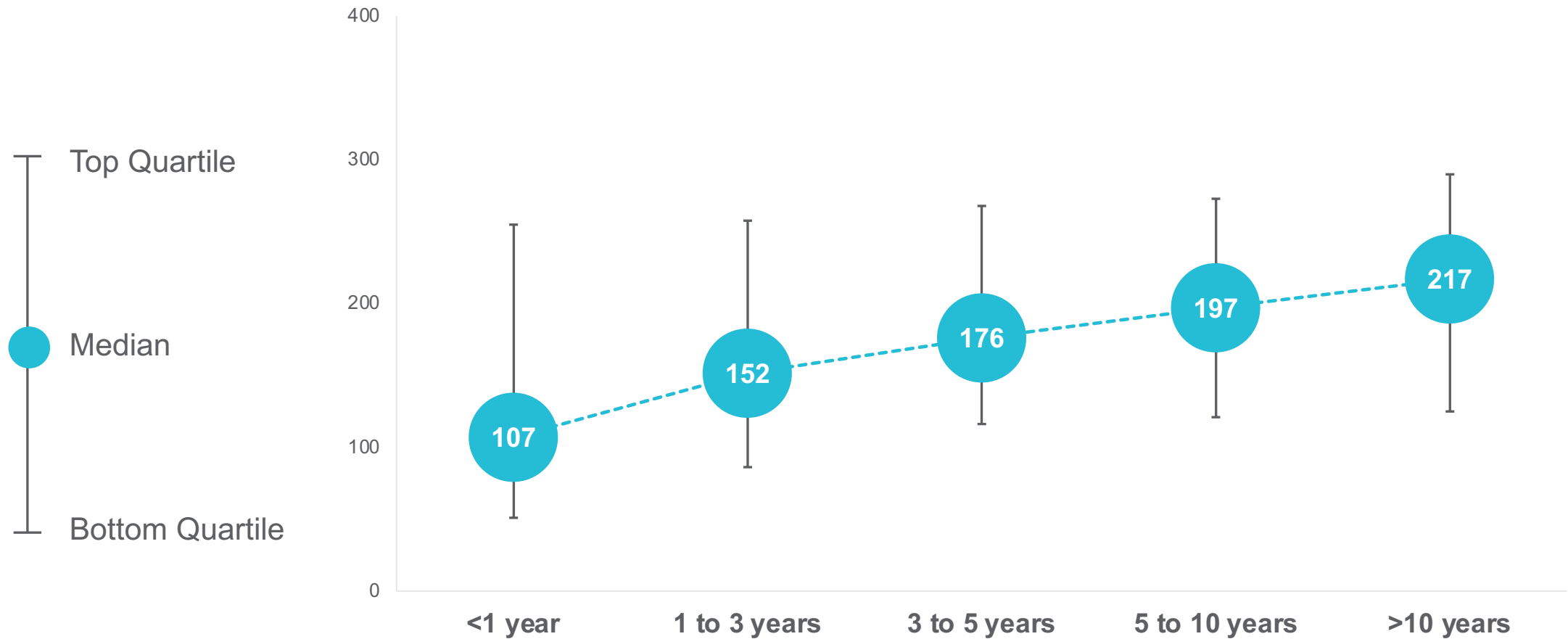
- Policy harmonization
- Process redesign
- Service delivery model review
- Organizational structure
- Technology implementation
- Governance model

- Process redesign
- Expansion opportunities
- Leverage of leading practices and benchmarks
- Training and staff retention
- Other technology investments
- Multifunction integration
- Governance clarification

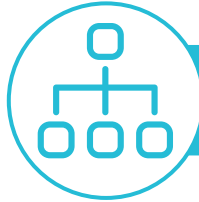
- Continuous improvement
- Expansion opportunities
- Customer satisfaction
- Leverage of leading practices and benchmarks
- Career pathing
- Technology optimization
- Multifunction optimization

# As Shared Services Organization Matures

Total Employees Served per Total HR Headcount **by Maturity**

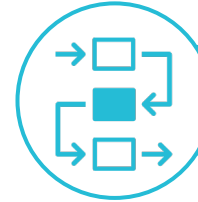


# You Have Shared Services... What Can Go Wrong?



## People and Organization

- Limited or casual governance
- Weak change management
- High turnover
- Transactional focus
- Fragmented operations in multiple locations



## Policy and Process

- Non-standard processes
- Lack of adherence to redesigned processes
- Manual workarounds
- Functional silos
- Limited focus on process improvement



## Technology

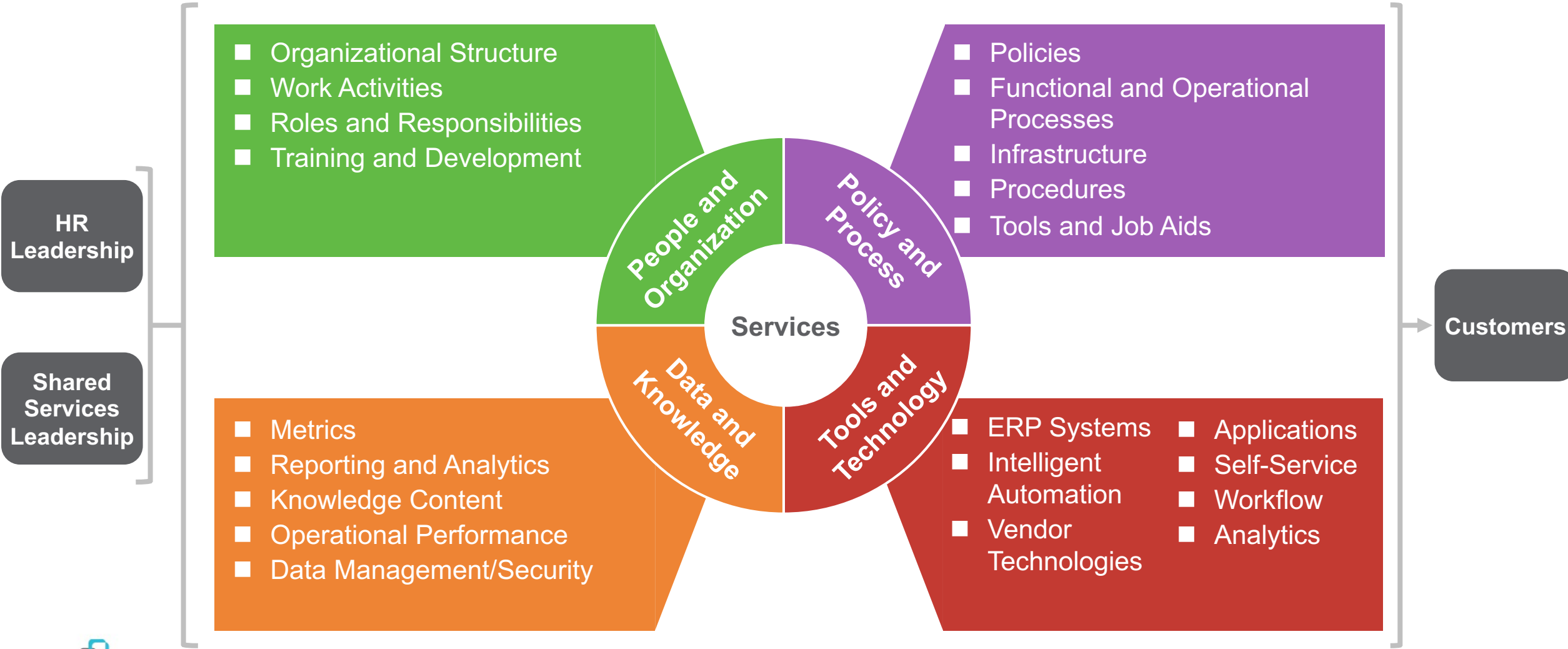
- Minimal integration between tools
- Multiple ERPs and supporting applications
- Limited use of available functionality
- Low adoption of tools



## Data and Knowledge

- Ineffective performance metrics and reporting
- Internally focused; no understanding of customer experience or needs
- Low customer satisfaction; high turnover

# Shared Services Effectiveness Framework



# Participate in ScottMadden and APQC's HRSS Benchmarking Study!

## WHAT?

Find out how you compare to other shared services organizations (SSOs) by taking part in the latest cycle of our custom benchmarking study

## HOW?

Respond to questions and provide staffing, cost, and performance data about your SSO. There is no cost to participate

Access the study at [www.apqc.org/SMaddenHRSSO2021](http://www.apqc.org/SMaddenHRSSO2021) and submit by June 30



## WHY?

Receive a personalized report showing how you stack up against your peers on key SSO metrics, including peer benchmarks by industry, company size, and region



Our last study showed that **top performers** have significantly **better HR staffing ratios and service center operating costs**

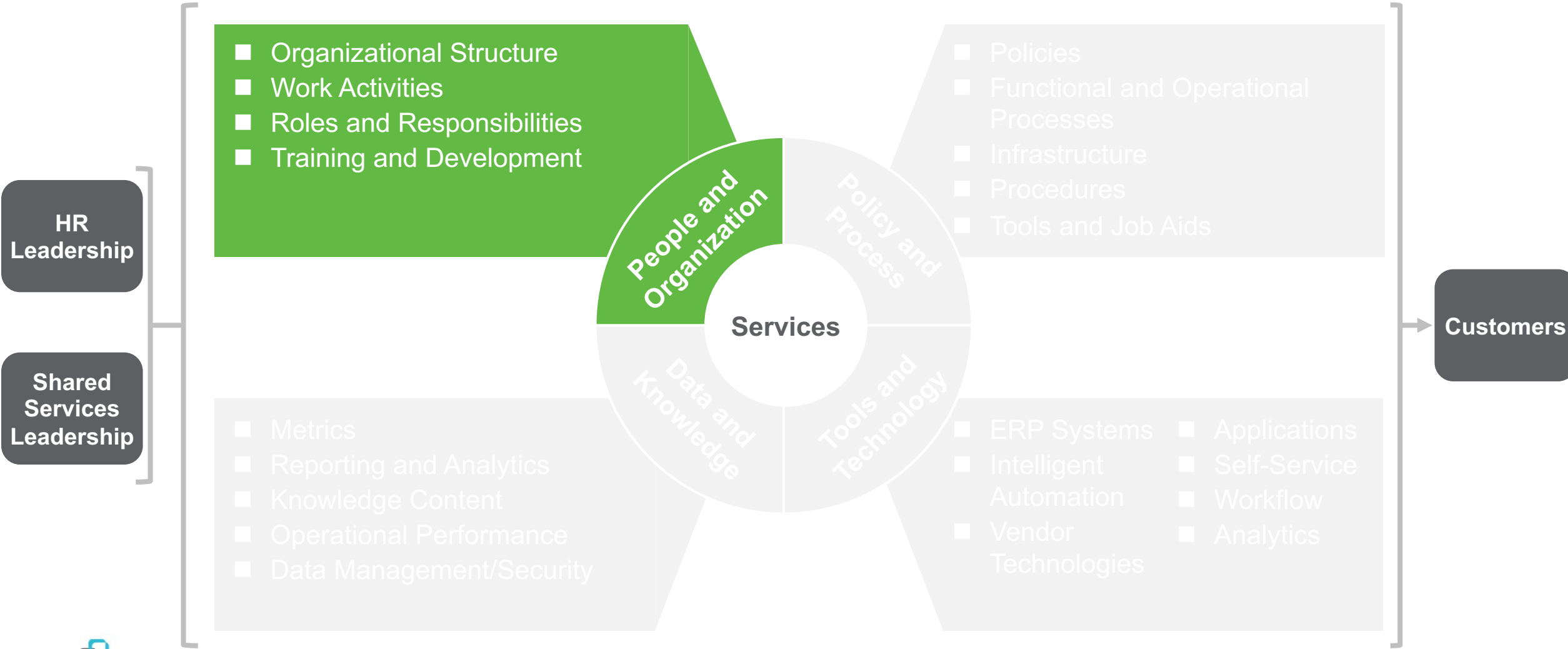


# People and Organization

ASSESSMENT AREA FRAMEWORK



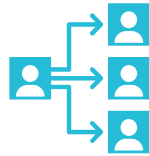
# Areas of Focus for Quadrant



# Key Levers for People and Organization Effectiveness



**Governance**



**Role and Work Alignment and Clarity**



**Tiered Delivery Model**



**Competency Alignment**

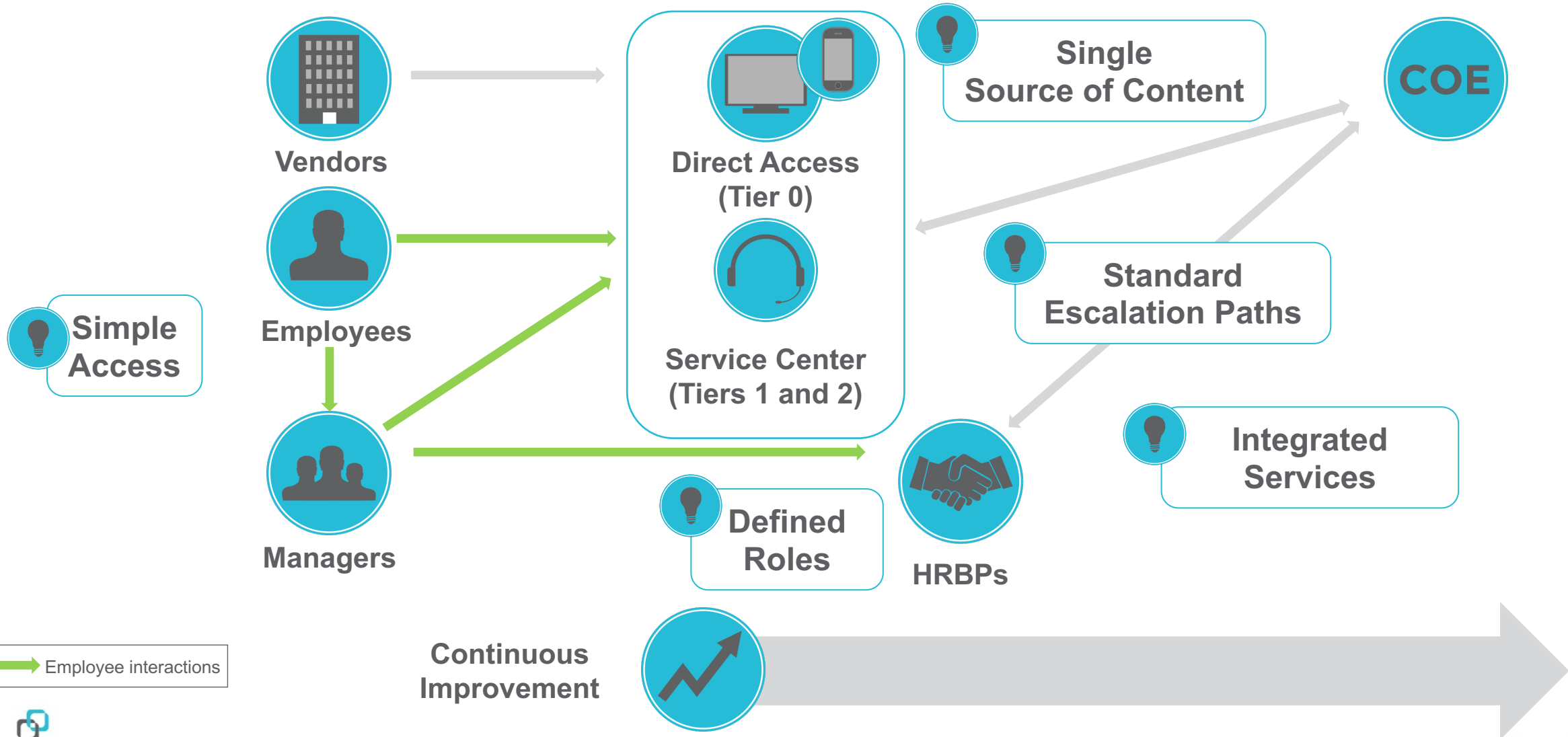
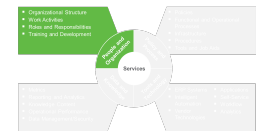


**Employee Engagement**



**Career Paths and Development**

# What Good Looks Like – Leading Practices Model

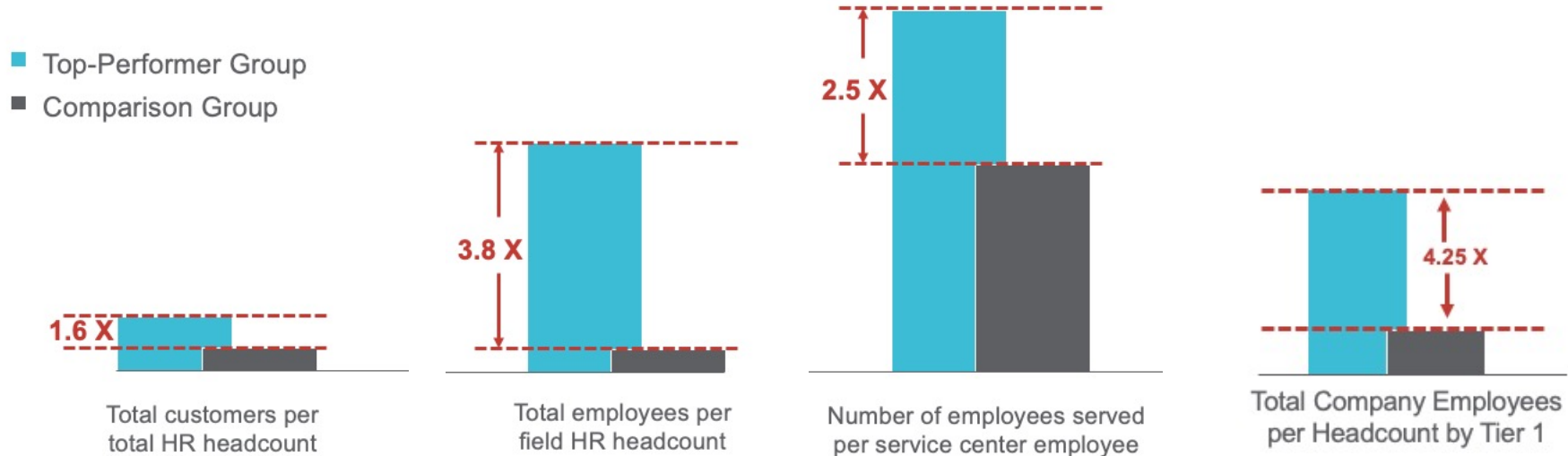


# What Good Looks Like (Cont'd)



Top-performing HR shared services organizations have significantly better staffing ratios, including within their employee service centers.

### HR Staffing Comparisons Top-Performer Group vs. Comparison Group



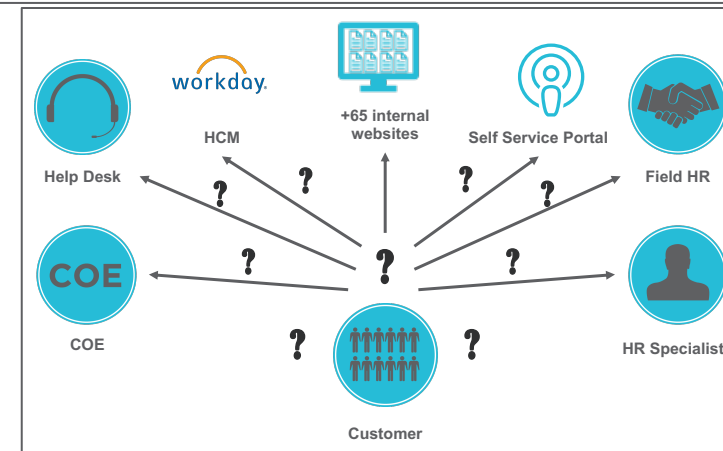
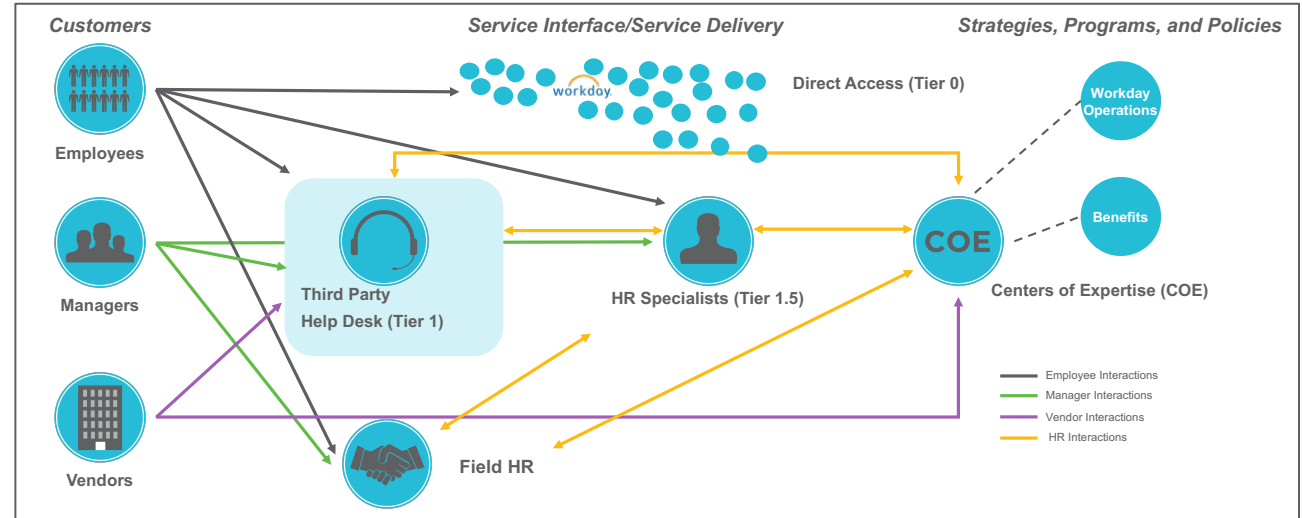


# Case Study – Improving Service and the Customer Experience



## Situation

- Global professional services organization
- Various service delivery models within HR
  - Outsourced Tier 1 help desk
  - Each HR channel had its own operational or transactional-focused group to manage routine or administrative work
- Siloed knowledge sources, overwhelming number of entry points, and clunky user interfaces
- Employee experience in accessing HR information and content was overwhelming
  - More than 65 websites that offer HR content
  - Both employees and HR went to whomever they knew for questions, answers, and requests



**OBJECTIVE:** Design a user experience-focused service delivery model and implementation plan that incorporates HR stakeholder feedback, considers leading practices, and prioritizes the customer experience in HR service delivery.



# Case Study – Improving Service and the Customer Experience (Cont'd)



## Approach

1

### Baseline Assessment

- Interviews
- Work activity assessment
- Labor costs
- Roles and responsibilities, organizational structure, and staffing
- Policies and processes
- Technologies and tools
- Volumes and metrics
- Leading practices and benchmarks

2

### Future State Design

- Future state service delivery model options
- Work activity alignment
- Potential service center locations
- Organizational designs and staff sizes
- Metric models
- Policy and process changes
- Recommended technologies and enhancements
- Governance model
- Stakeholdering

3

### Implementation Planning

- Implementation phasing approach
- Implementation roadmap
- Communications and change management plan
- Training plan
- Implementation metrics
- Implementation team structures, roles, and responsibilities
- Implementation risks

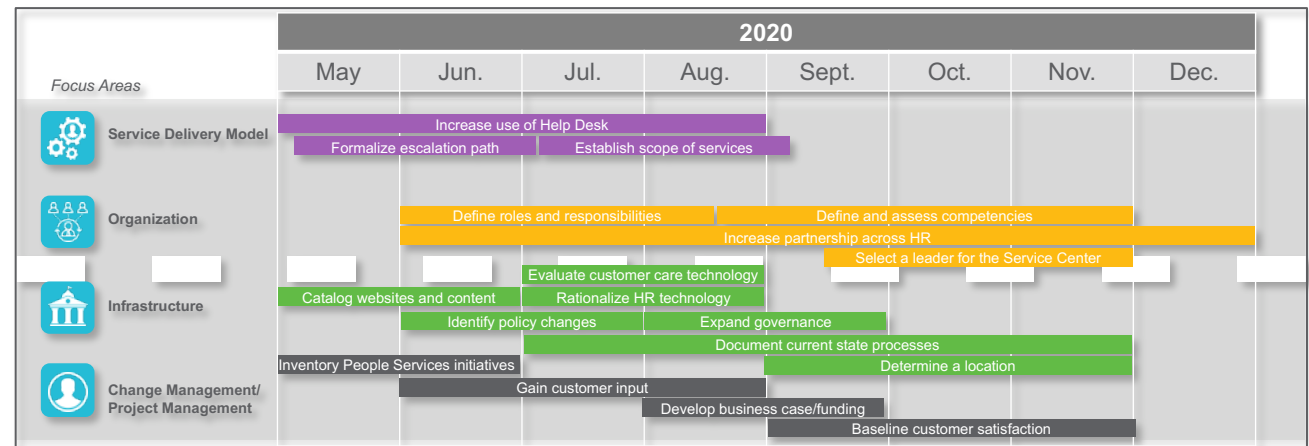
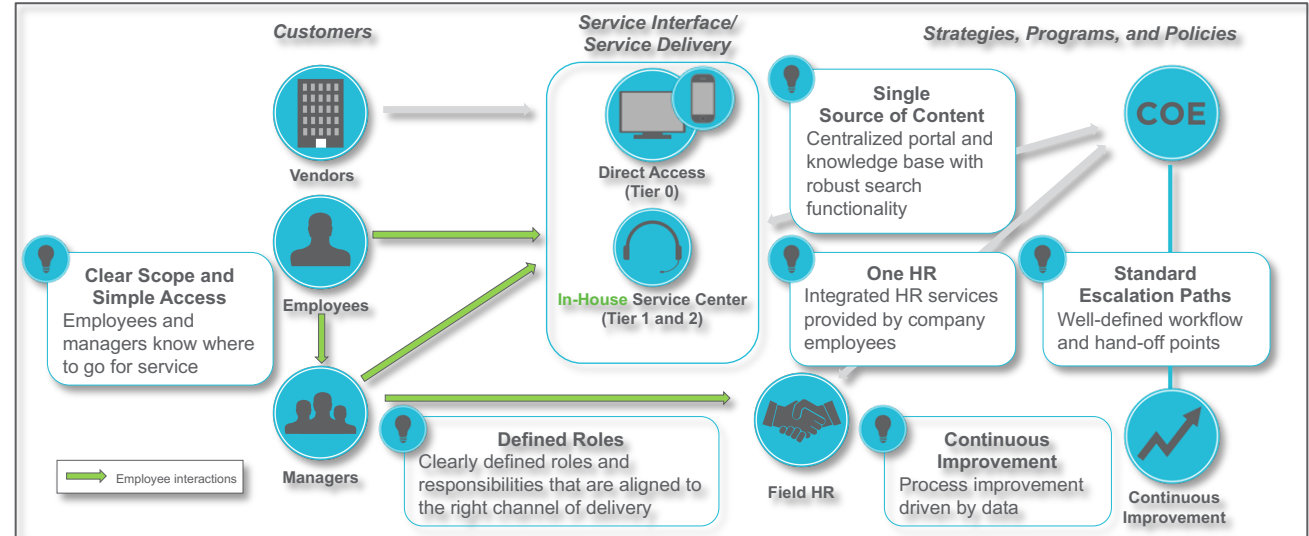
APPROVE AND IMPLEMENT

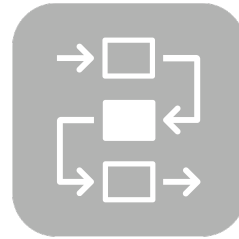


# Case Study – Improving Service and the Customer Experience (Cont'd)

## Results

- An in-house leading practice service delivery model that:
  - Aligned the right work to the right place
  - Provided clear access points for customers
  - Made the process of HR inquiries and performing HR tasks clear and straightforward
  - Created a foundation for growth
- A prioritized roadmap that included:
  - Immediate actions focusing on activities for preparation and readiness for transformation
  - Near-term activities that focused efforts on implementation of the new service delivery model
  - Long-term activities that focused on stabilization and expansion



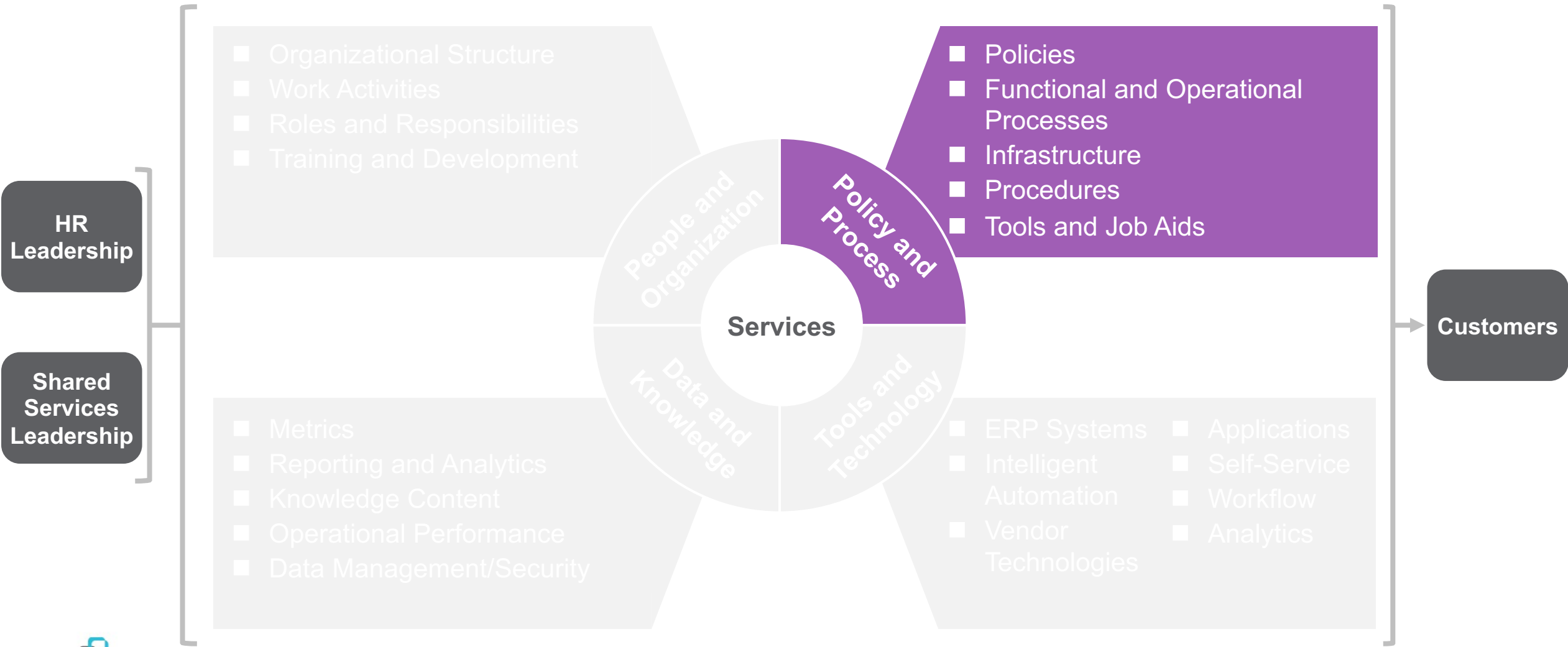


# Policy and Process

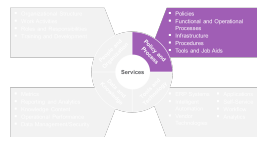
ASSESSMENT AREA FRAMEWORK



# Areas of Focus for Quadrant



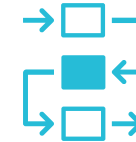
# Key Levers for Policy and Process Effectiveness



**Defined and Evolving Scope of Services**



**Harmonized and Simplified Policies**



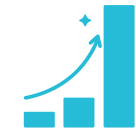
**Optimized Processes**



**Supporting Tools and Templates**

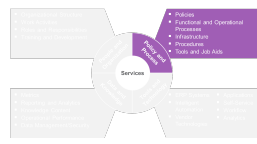


**Defined Ownership and Governance**



**Focused Continuous Improvement**

# What Good Looks Like



## Scope of Services

- Scope of services across all HR delivery channels is documented and agreed upon
- A roadmap for future scope expansion is developed and tied to overall organizational strategy, goals, and objectives
- The scope is supported by governance and ties in closely with the shared services vision and service catalog

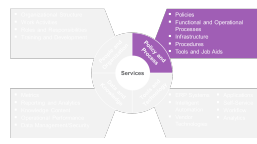
## Policy and Process Maturity

- Policies are harmonized and written in clear language that aligns with company culture
- Processes are standardized, simplified, and leverage technology and automation
- End-to-end processes have clear ownership

## Continuous Improvement

- A proactive CI process focuses on adding value to the enterprise and shared services clients
- CI initiatives are managed and prioritized as a portfolio
- There is a standardized performance improvement methodology, including repeatable periodic benchmarking, across end-to-end processes
- Collection of key performance indicators (KPIs) is highly automated

# What Good Looks Like – Policy



Policy harmonization will...

Drive organization success by governing adherence to legislation and regulations

Drive process design

Maximize the efficiency gains of an HR support model

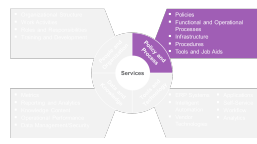


Reinforce a positive employee value proposition through engagement and increased transparency

Improve operational effectiveness and reduce errors

And more...

# What Good Looks Like – Process



**Document** redesigned processes using leading practices principles ensuring that:

- There are **single, enterprise-wide processes**, regionally focused at a minimum
- **Intake mechanisms** for each process are clearly defined
- **Roles and responsibilities** are clearly defined
- **Service-level agreements (SLAs) and cycle times** for process steps are captured
- **Variation** among processes is **minimized**
- **Technology is leveraged** where possible to reduce manual intervention
- **Customer experience** is considered throughout the process



## Governance

- Maintain standards
- Create an exception process to validate and approve process variants
- Develop and execute process maintenance



## End-to-End Strategy

- Eliminate silos by organizing around processes
- Assign an owner to end-to-end enterprise processes responsible for process performance, process design, process investments, etc.
- Ensure processes become the enterprise language for the SSO



## Continuous Improvement

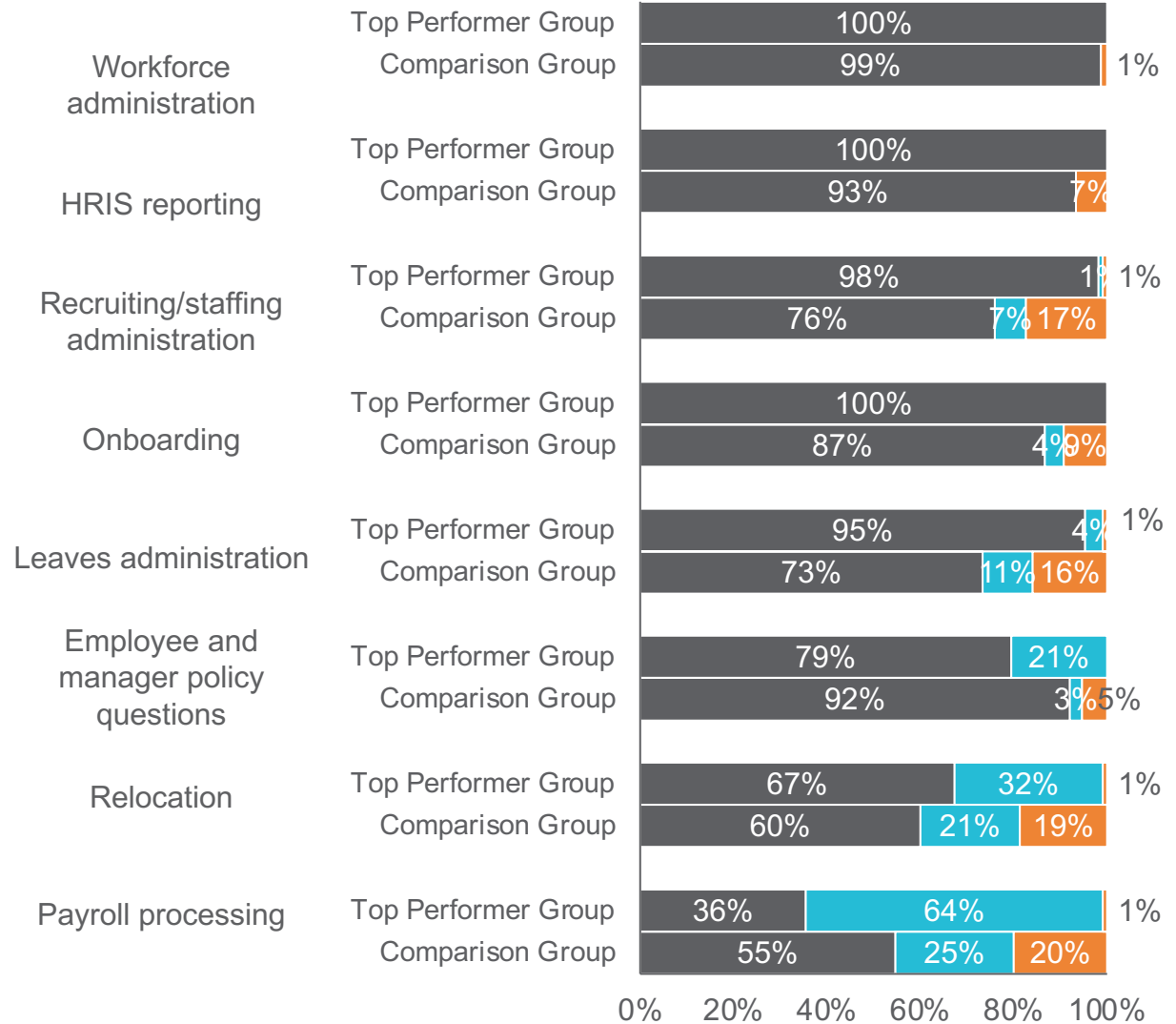
- Continue to re-evaluate how operations are working
- Focus relentlessly on efficiency and quality
- Update standard operating procedures as technologies are enhanced

# What Good Looks Like (Cont'd)

**Top-performing SSOs tend to have more services in scope and are more likely to outsource some of the services to third-party providers.**



**Service Scope**



Yes – provided by in-house staff
  Yes – outsourced
  No

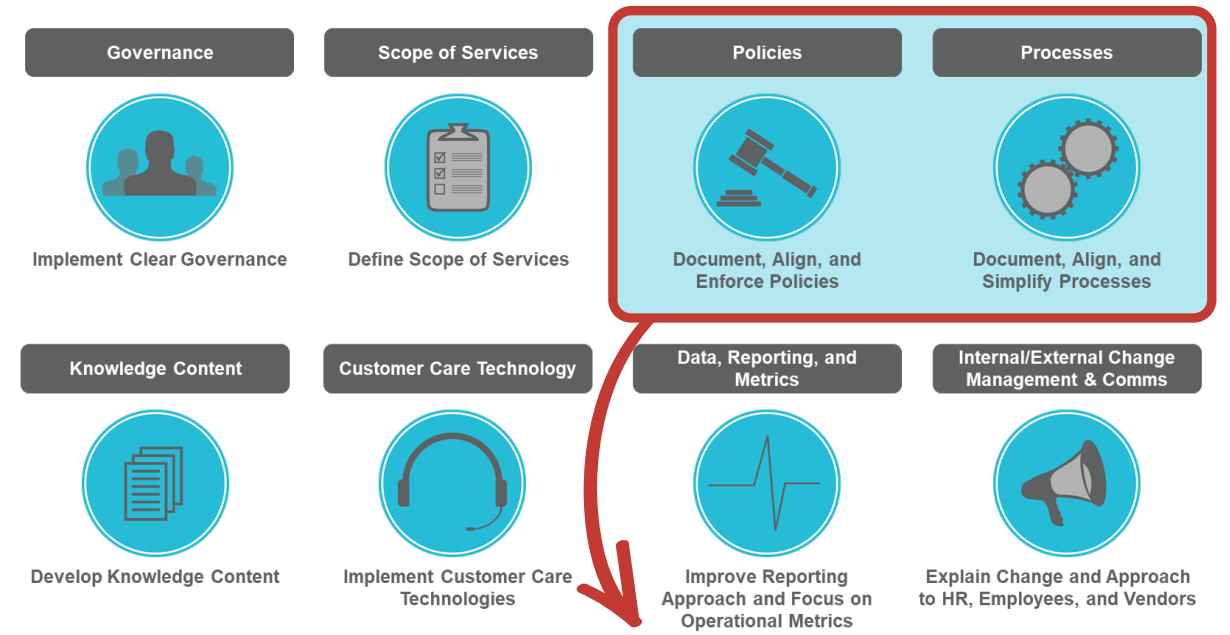
# Case Study – Reducing Global Policy Complexity



## Situation

- Global HR organization (40+ countries) supporting a heavily matrixed and rapidly growing business
- HR headcount growth increasing at same rate as employee headcount
- Broad service delivery model transformation to:
  - Improve user experience across HR’s services and technology
  - Provide more strategic support to leaders
  - Improve HR’s scalability
- HCM system implementation in parallel

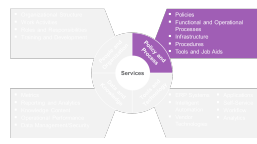
## Key SDM Transformation Enablers



**Policy and process harmonization and documentation were critical to achieving the objectives of the SDM transformation and HCM implementation**

- Unique, loosely followed policies across countries, regions, and business units (1,100 HR policies!)
- Processes and procedures were inconsistent and not well-documented (processes based on tribal knowledge)

# Case Study – Reducing Global Policy Complexity (Cont'd)



## Approach



- 1. Collect and inventory all local, regional, and global HR policies and processes
- Identify and establish policy and process team members and SMEs

- 2. Conduct detailed policy and process analysis
- Identify opportunities to simplify, harmonize, and increase accessibility

- 3. Prioritize policy and process improvement opportunities based on HCM system timeline and impact
- Develop implementation plan

**Leave of Absences Summary**  
Leave of absence policies were the most varied and complex set of policies

**Very high volume:** 547 Policies

**Very high variability:** 60 Files (e.g., Handbooks, policy files, etc.)

**Categories:** 42 (e.g., Maternity, Bereavement, etc.)

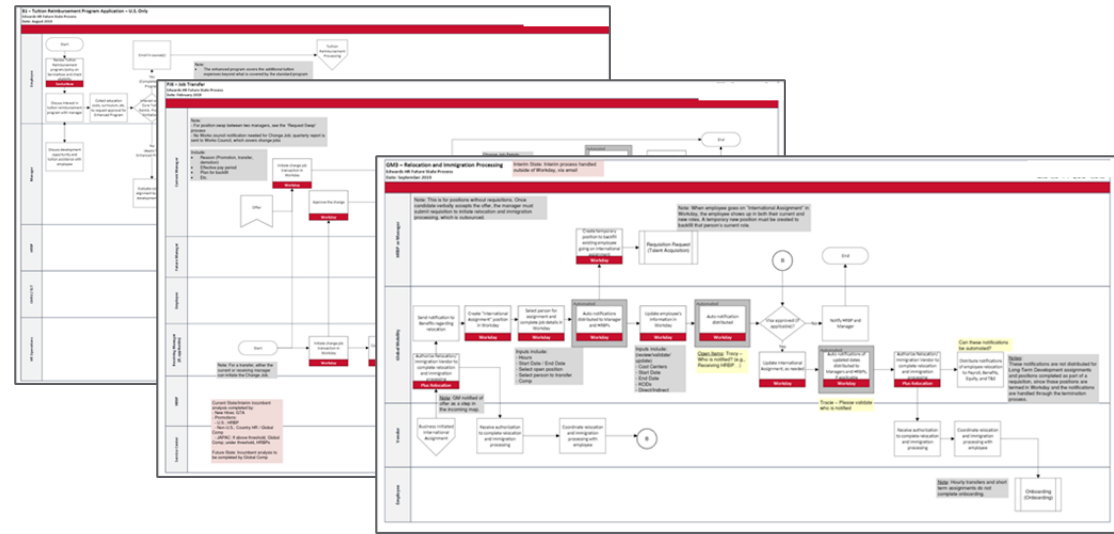
**Creating Challenges:**

- Titles: The same policies are titled differently
- Organization: Similar policies are bucketed/organized differently
- Polices are hard to find across countries
- Polices have varying structures and lack clarity

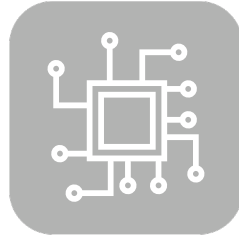
**Leaves: Philanthropic/Volunteering**

# of Policies*	Regions / Locations	Statutory	Recommendation	Cost Impact	Change Impact	Status	Next Steps
1	U.S./P.R., ANZ, Some EMEA Countries	None	Globally Harmonize	High	Med	Complete	Validate Recs
<b>Summary of Policies</b>							
<b>Source of Record (Excel File) Only:</b>		<b>Key Similarities &amp; Differences</b>					
<ul style="list-style-type: none"> <li>UK, Ireland, and Sweden policies only listed in the source of record file (no formal written policy)</li> </ul>		<b>Similarities:</b> <ul style="list-style-type: none"> <li>All locations with existing policy refer to charitable work as an eligible activity</li> </ul>		<b>Overall Recommendation</b> <ul style="list-style-type: none"> <li>Harmonize globally to support the company's aspiration of attaining 100% of our employees doing at least one charitable activity per year.</li> </ul>			
<b>Written Policies:</b>		<b>Differences:</b>		<b>General Recommendations:</b>			
<ul style="list-style-type: none"> <li>U.S.: Opportunity to give back a few hours of time a few times a year; all volunteer activities require manager approval. Four distinct volunteering categories with different impacts on whether time is paid or not.</li> <li>ANZ: Full-time employees can donate their time, which will be considered paid time off, if they meet the eligibility criteria.</li> <li>Czech Republic: Volunteer Day is an opportunity for employees to spend one full working day per calendar year by helping those 'in need' or by taking part in community work organized through a non-profit organization.</li> </ul>		<ul style="list-style-type: none"> <li>Pay difference: Policies vary on if and how much the company pays employees doing volunteer work</li> <li>Policy documentation: Wide variation between the Global Benefits: source of record and written policies</li> </ul>		<ul style="list-style-type: none"> <li>Develop a global policy to support employee participation in charitable work; include clear guidelines on eligibility, approvals required, and on if and how much employees will be paid for doing volunteer work</li> <li>Determine if other locations have formal/informal guidelines</li> </ul>			
<b>Discussion Items / Gaps / Challenges</b>							
<ul style="list-style-type: none"> <li>What is the organizational appetite to globally harmonize a policy that appears to not exist in the majority of locations, and with wide variability of existing policy features?</li> <li>Assuming we adopt the least generous policy (e.g., US), will we grandfather for those with more generous features (e.g., ANZ)?</li> <li>If most of the locations do not currently offer opportunities for employees to do volunteer work on company time, what is the cost impact even if only the least generous (US or global?) guidelines are applied?</li> </ul>							

\* See Policy Analysis Worksheet for detailed analysis by policy





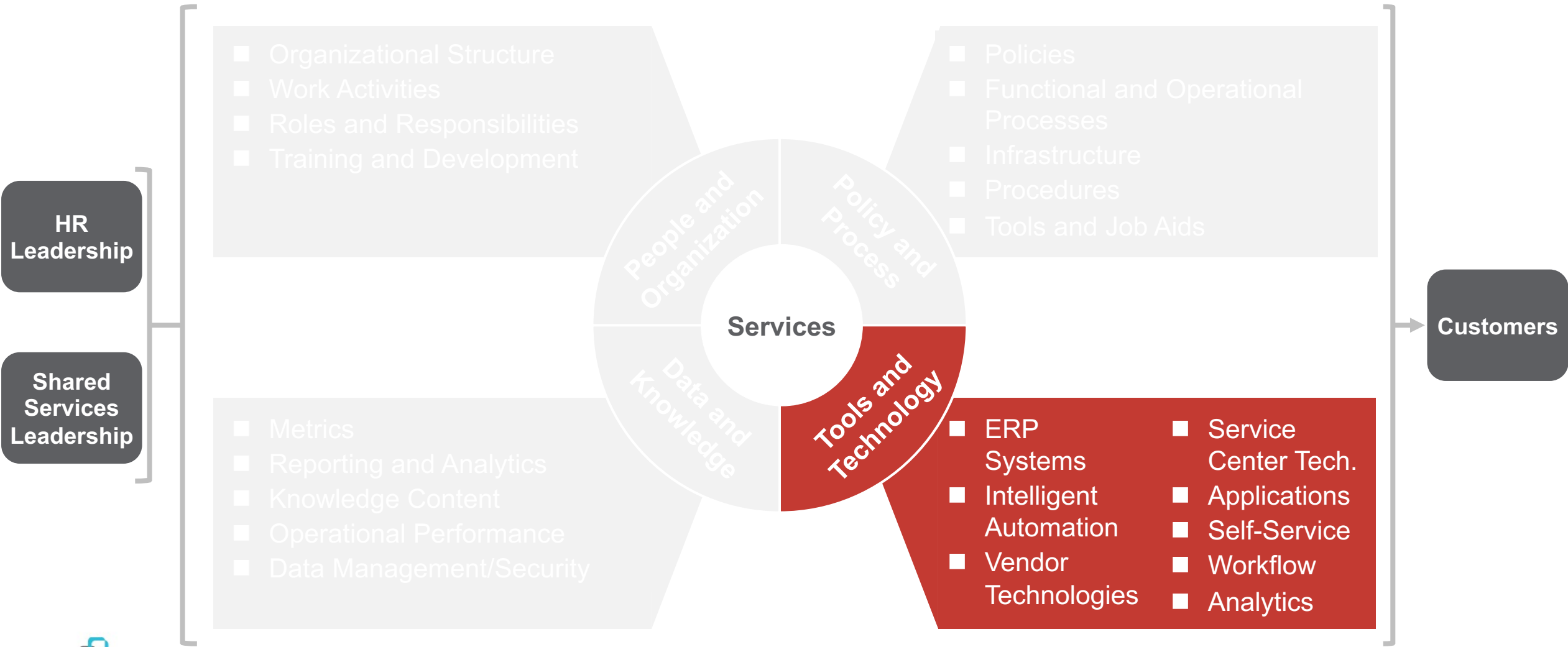


# Tools and Technology

ASSESSMENT AREA FRAMEWORK



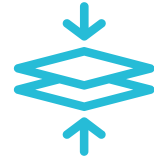
# Areas of Focus for Quadrant



# Key Levers for Tools and Technology Effectiveness



**Service Management**



**Standardization and Integration**



**Customer Feedback**



**Single Access Point for Employees**

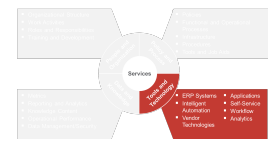


**Technology Roadmap**



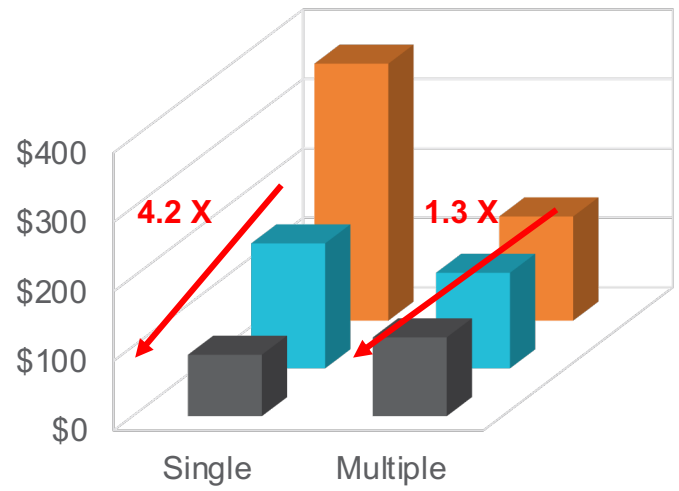
**Innovation**

# What Good Looks Like

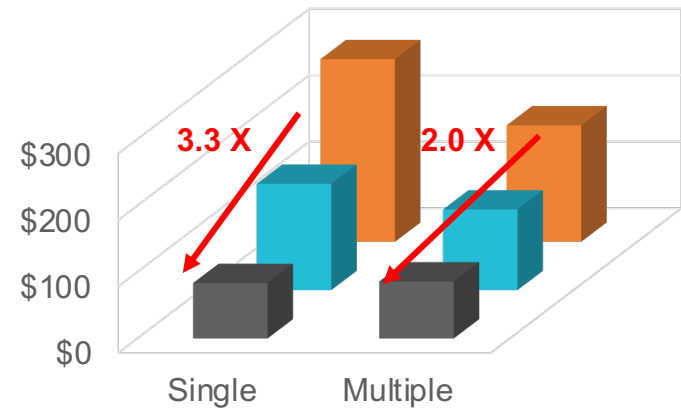


Technology standardization can have large cost benefits.

### Service Center In-House Cost per Transaction by HRIS Standardization

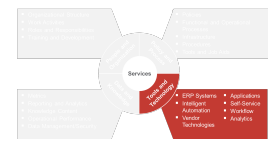


### Service Center In-House Cost per Call/Inquiry by Service Center/Customer Care Technology Standardization



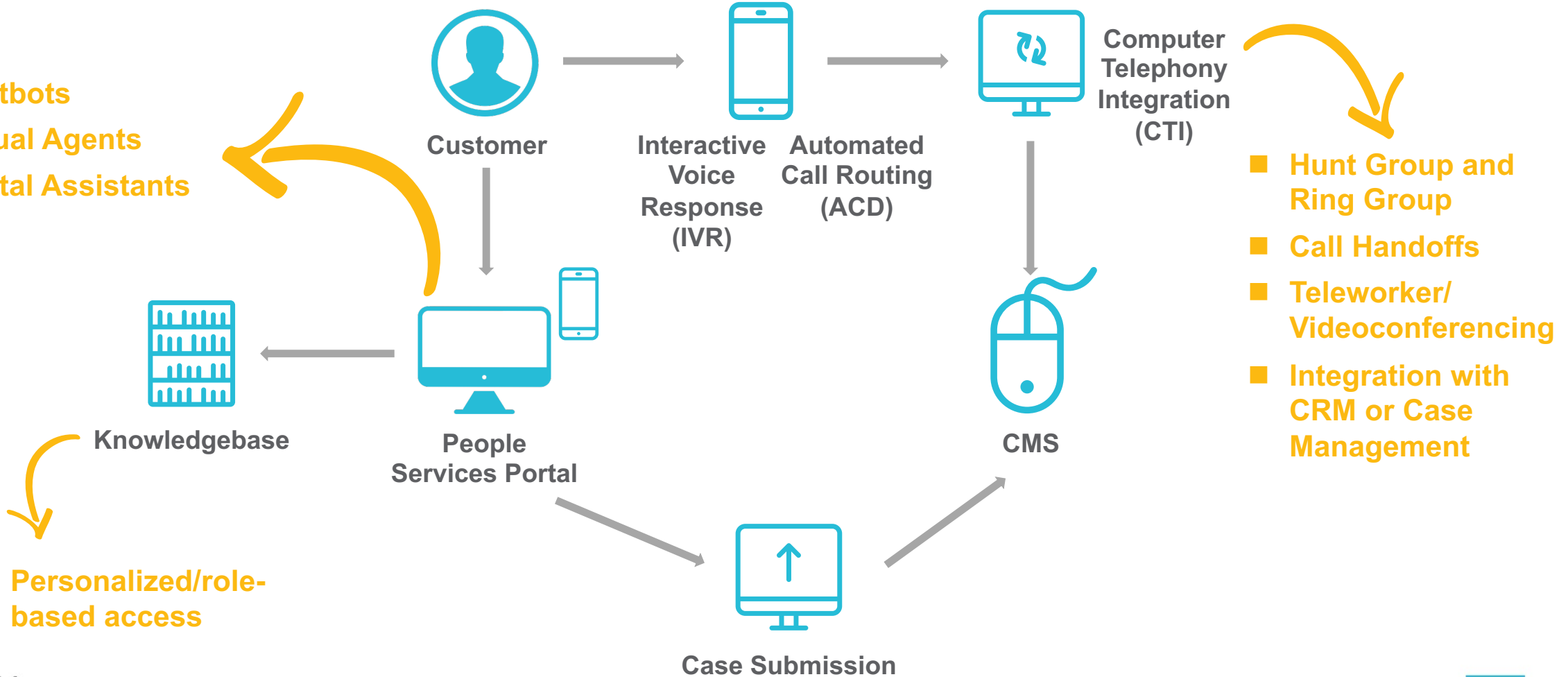
- Multiple tools used with some centers using standard tools
- Common tool used but different configurations for centers or regions
- Single instance used across all centers (full standardization)

# Leverage and Align Shared Services Technologies



Effective service delivery models will require improvements and investments in customer care technologies.

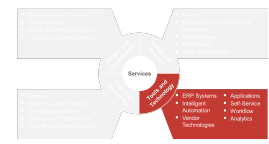
- Chatbots
- Virtual Agents
- Digital Assistants



- Hunt Group and Ring Group
- Call Handoffs
- Teleworker/ Videoconferencing
- Integration with CRM or Case Management

- Personalized/role-based access

# Consider the Impacts of “Disruptive Technology”

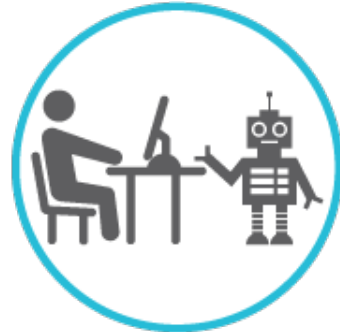


## Intelligent Automation Continuum<sup>1</sup>



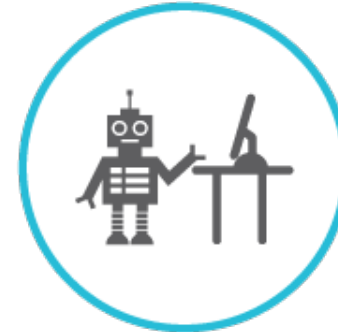
### Manual

Judgement-based  
 Customer-focused  
 Problem-solving  
 Unstructured  
 Value-adding



### Assisted

Repetitive  
 Semi-structured  
 Customer-facing  
 Manually triggered



### Unassisted

Repetitive  
 Rules driven  
 Structured  
 Schedule/event driven



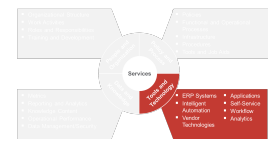
### Cognitive and AI

Pattern-matching  
 Unstructured  
 Self-learning

The Future of Work is a hybrid of people and software applied in great ways.  
 RPA is laying the foundation for Cognitive.

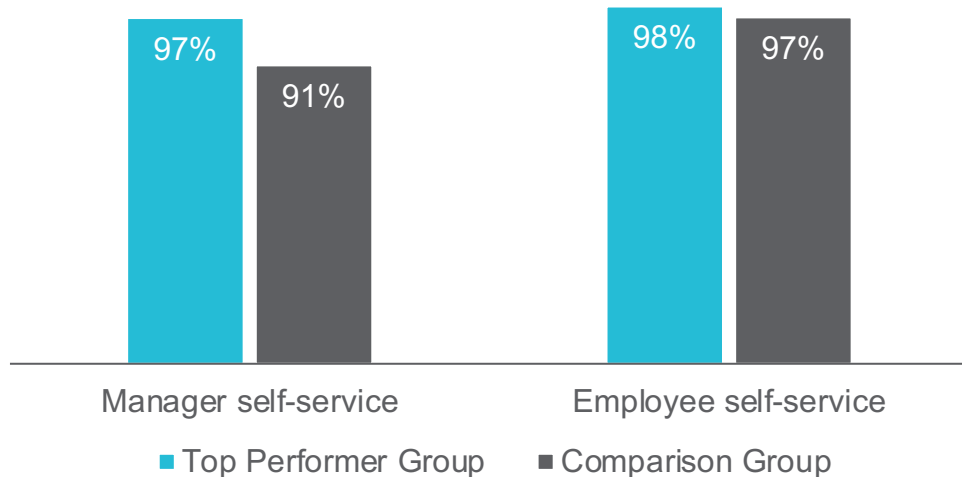
– *Symphony Ventures*

# What Good Looks Like

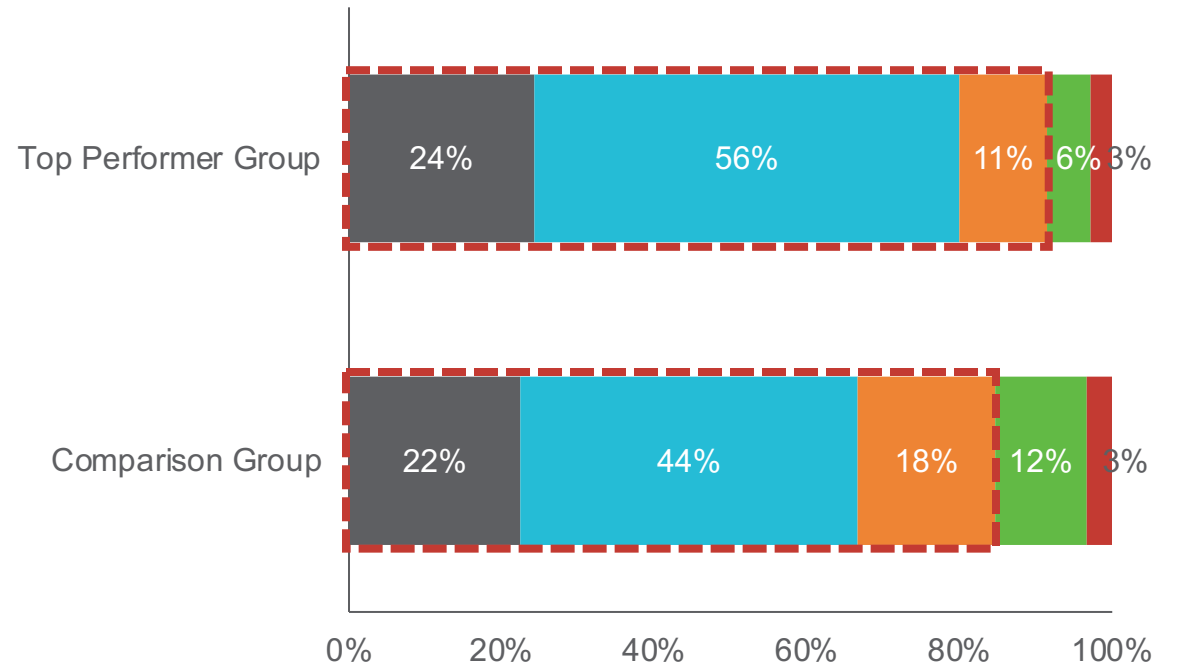


- 66% of HR portals contain personalized information with limited full-system integration
- Self-service is the norm among both groups

Use of Self-Service



## Which best describes your organization's use of an employee portal?

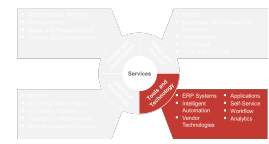


- Personalized content with full-system integration
- Personalized content with limited system integration
- Some personalization of content without system integration
- Static, non-personalized content
- Do not leverage a portal

**Robust Portal**

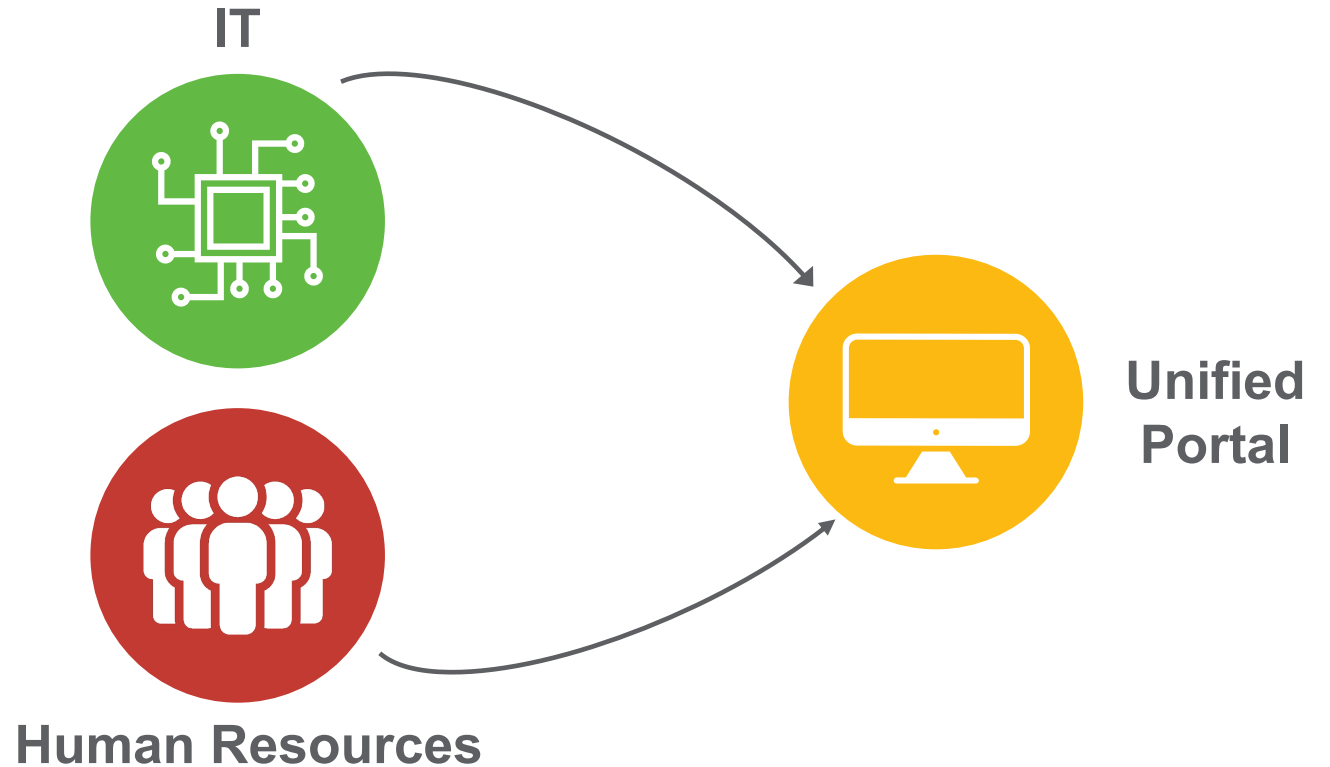


# Case Study – Building a Multifunction Employee Portal



## Situation

- Not-for-profit, academic healthcare system
- Existing IT employee portal/landing page
- Implementing an HRSC, including a new service management technology
- Vision of a single, unified employee portal
- Roadmap for other functions to possibly be incorporated into the future employee portal



**OBJECTIVE:** Create a single, unified employee portal for all employee needs.

# Case Study – Building a Multifunction Employee Portal (Cont'd)



## Approach: Evaluate key design decisions prior to agile build.

### Look/Feel



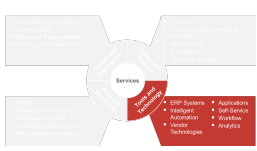
- Shared Real Estate** | Determining how to best share page real estate on the landing page, knowledgebase, and e-forms
- Notifications** | Determining the look, feel, and frequency of notifications to users and fulfillers
- Chat** | Enabling chat for both IT and HR
- Mobile Capability** | Providing mobile capabilities to access portal
- Fulfiller-Side Functionality** | Aligning on case statuses, priorities, dashboards, survey management, and more

### Governance



- Ownership** | Determining platform ownership between HR and IT
- System Maintenance** | Deciding on timing for system maintenance protocols and annual upgrades
- Role-Based Access** | Aligning on role-based access and functionality across functions
- Reporting/Metrics** | Determining differences in reporting and metrics needs
- Future Enhancements** | Determining governance structure for future system enhancements and possible incorporation of other functions

# Case Study – Building a Multifunction Employee Portal (Cont'd)

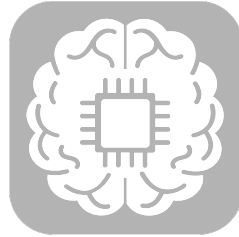


## Portal Landing Page

The landing page features a red header with a personalized message: "Hi Bradley, Welcome to Service Center." Below this is a search bar with the text "All Search" and a magnifying glass icon. A navigation bar below the search bar says "Welcome to Service Center!". The main content area is titled "What Can We Help You Find?" and includes tabs for "Popular", "EIS", and "Human Resources". Under the "Popular" tab, there are eight service tiles: myHR Library, Desktop Services, Cedars-Sinai Network Account, myHR Services, Manage Non-Employee Info, CS-Link Services, Ask myHR, and Get Help.

## Knowledgebase and e-Forms

This section is divided into several categories: "Link Central" (General, Technical Resources, What's Happening, Other Resources, Tips & Training), "Human Resources" (HR Internal, myCareer, myEmployees, myPersonal Information, myWork Environment, myBenefits, myDevelopment, myPay & Timekeeping, myTime Away from Work), and "Technology" (Clinical Engineering, Desk phones & Smartphones, FAQ, Computers & Printing, Email, Other). A "Popular Articles" sidebar lists items like "Electronic Personnel Action Forms (ePAFs)", "Address Change", "Direct Deposit", "Remote Access/Okta 2-Factor Authentication Registration", and "CS-Link Job Aids". A "Live Chat" and "Submit A Ticket" section is also visible.

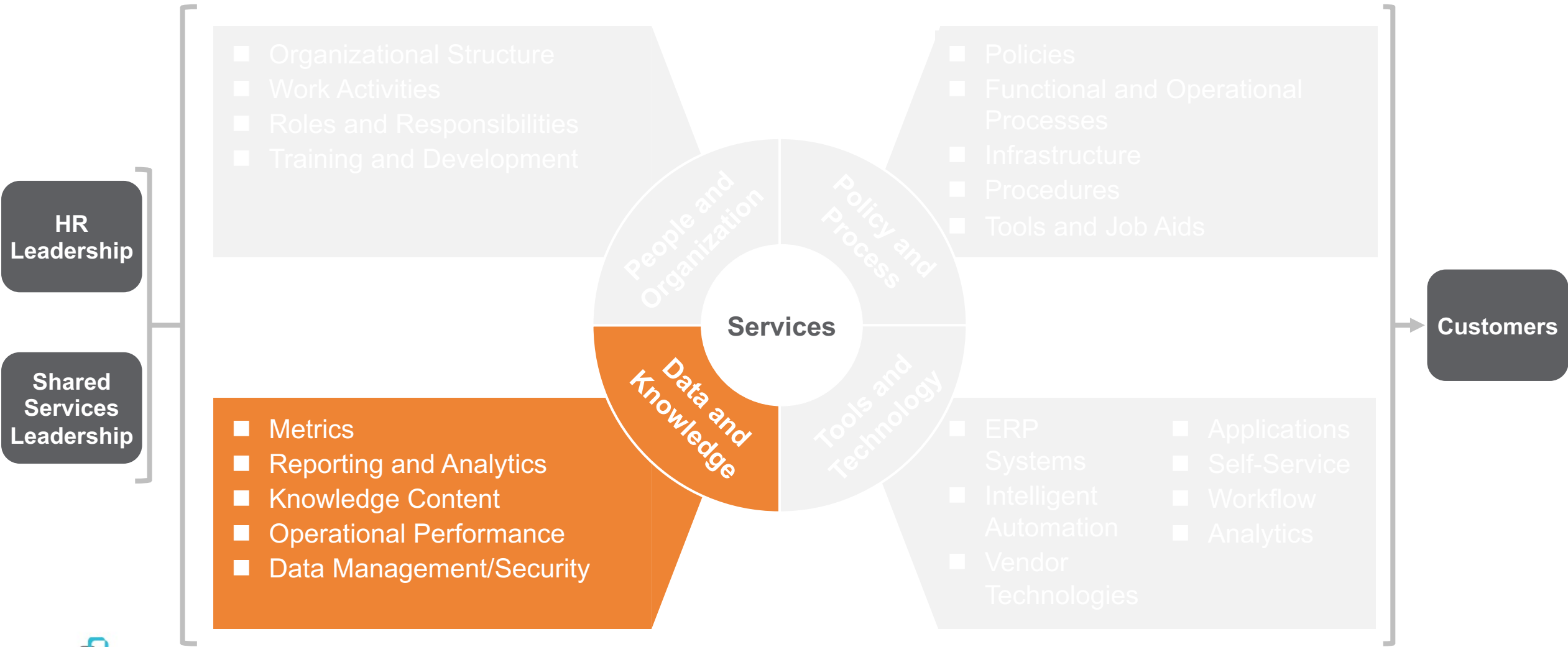


# Data and Knowledge

ASSESSMENT AREA FRAMEWORK



# Areas of Focus for Quadrant



# Key Levers for Data and Knowledge Effectiveness



**Knowledge via Portal**



**Service Catalog**



**Service-Level Agreements**



**Metrics and Reporting**

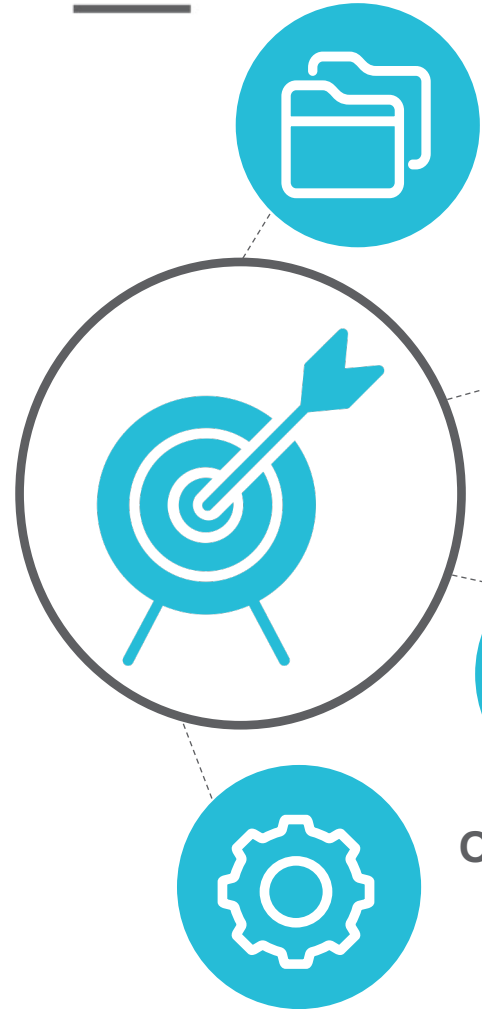


**Analytics**



**Data Management and Security**

# What Good Looks Like



## Data and Information Management

- Data are defined and definitions coordinated among users
- Source systems defined and enforced procedurally or through system design
- Master data is centrally coordinated and managed

## Knowledge

- Documented institutional knowledge and know-how
- Structured methods for transitioning knowledge from retiring workforce
- Robust content management program
- Easily accessible, customer-friendly content

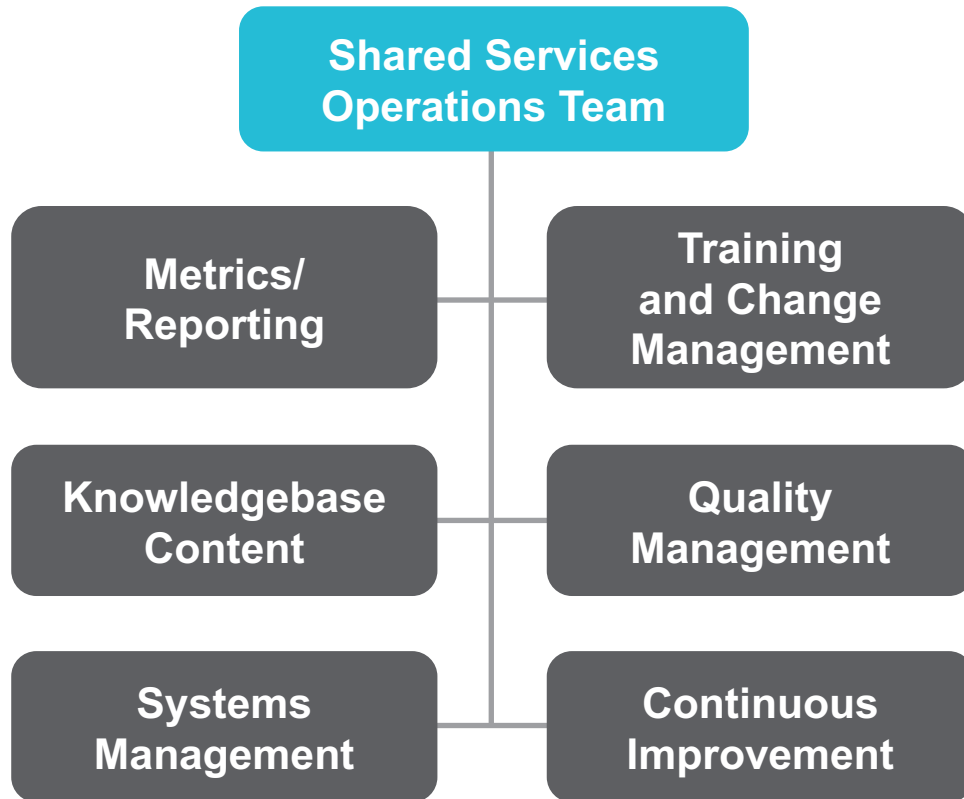
## Service Catalog

- Documented comprehensive catalog of services
- Services reviewed with customers and expanded as needed
- Alignment of enterprise strategy to HR strategy to shared services specific KPIs

## Operational Performance

- Savings are reinvested or returned to the business
- Service levels and performance targets are established with input from customers
- SLAs exist and provide clarity on roles and responsibilities of customers and providers
- SLAs are simple and are clear to customers
- SLAs have objective measures that set expectations with customers and partners
- Clear and standard costing model used

# Leverage an Operational Support Team



- The operational support team is as an internal resource for the continuous maintenance and improvement of the service center
- The operational support staff monitors service center performance, provides training to service center staff and customers, and ensures key systems and content are up to date and maintained



# Develop Metrics and Reporting Capabilities

To understand and measure operational performance of the service delivery model, the HRSC should routinely monitor operational metrics by leveraging data provided by customer care technologies and feedback channels. The following metrics are popular and effective targets for initial performance tracking.



Case Volume



First Contact Resolution



Case Aging



Direct Access Usage



Service Levels



Resolution Tier



Customer Satisfaction



Service Center Productivity

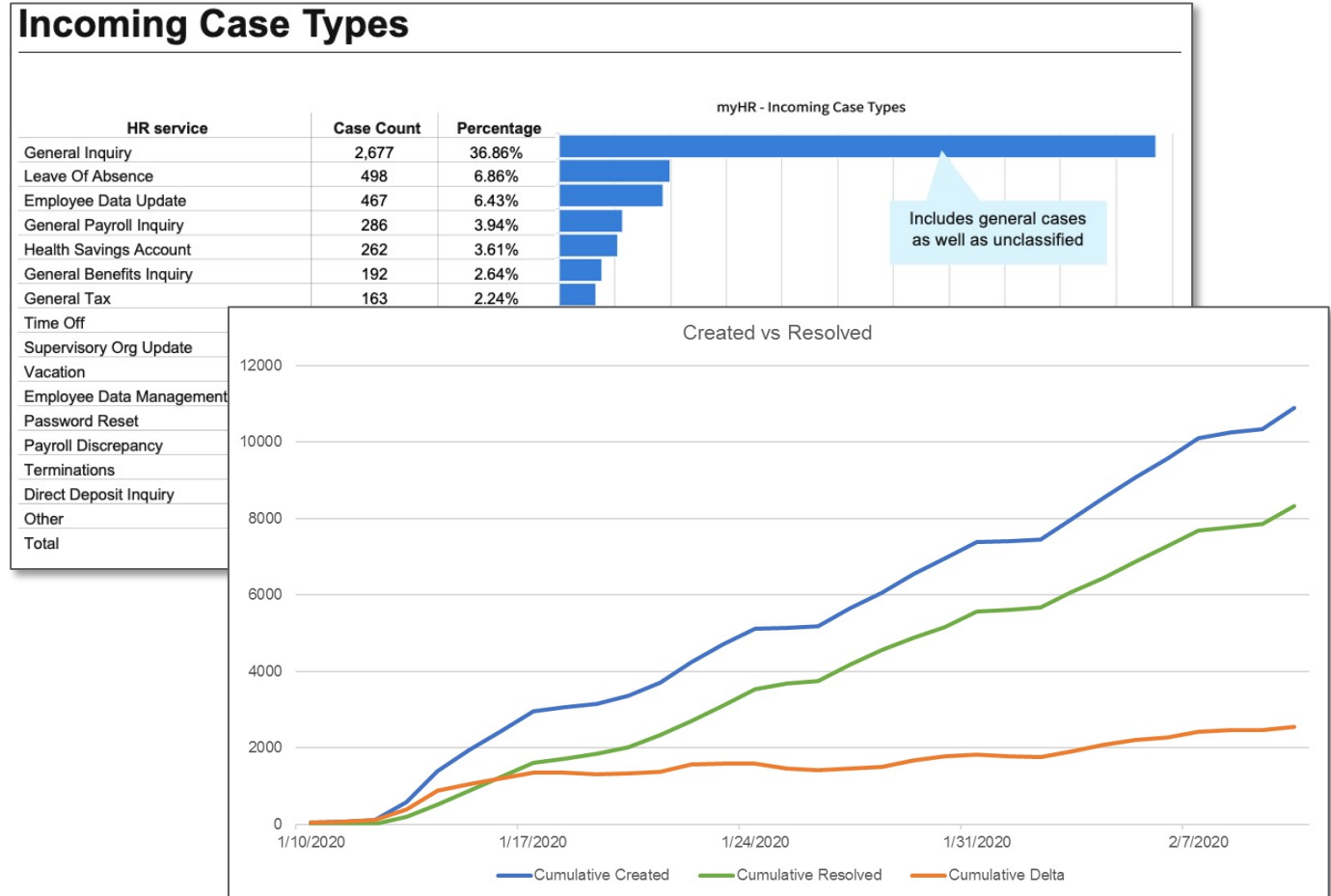


# Case Study – Leveraging Metrics to Drive Down Case Volume



## Situation

- A large beverage manufacturer
- Newly implemented ERP, service management technology, and shared services operating model for HR
- Quickly growing backlog of case submissions at an unsustainable rate
- Daily increases in the delta between cases created and cases resolved
- Low Tier 1 case efficiency



**OBJECTIVE:** Quickly drive down case backlog/daily case submissions and increase Tier 1 efficiency in steady-state case management.



# Case Study – Leveraging Metrics to Drive Down Case Volume (Cont'd)


## Approach

Initial steps to quickly drive down the growing case backlog:

- Built new individual and team dashboards focused on a prioritized set of case metrics
- Reprioritized case metrics critical to identifying bottlenecks and driving down case volume during hypercare
- Leveraged the continuous improvement team to review, categorize, and route general cases
- Created an agile team to handle specific complex case types in order to free up Tier 1 time



**Monitor Performance** – Utilize personal metrics and dashboard to enhance transparency into daily case resolution volume

- 
- Case pipeline (new, open, pending, resolved) by team
  - Case aging by case type
  - Case priority
  - Open and resolved cases by Tier 1 agent



# Case Study – Leveraging Metrics to Drive Down Case Volume (Cont'd)



**Approach:** Additional tactics to drive down daily case submissions and increase Tier 1 efficiency:



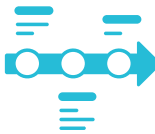
**1. Increased FTEs Temporarily**– Temporarily increased the # of FTEs to work exclusively on cases to help overcome the gap of unresolved cases and reach a steady state equilibrium



**2. Redirected Non-Case Work** – Focused non-case work in the Continuous Improvement team or the PMO



**3. Conducted Retraining** – Identified best practices from top performers and conducted retraining on case-handling procedures



**4. Set Expectations** – Provided daily case goals and reminders of operational procedures during daily stand-ups and shift changes



**5. Rewarded Performance** – Recognized top performers each week with a shout out in the newsletter, gift card, team recognition, certificate, etc.



**6. Enhanced Knowledgebase** – Identified key questions and topics from the field to enhance and develop new knowledgebase articles and FAQs for the employees



**7. Proactive Communications** – Utilized announcements functionality and internal communication platforms to drive employees to updated knowledgebase content and key features of upcoming events



**8. Automated Routing** – Worked with COEs to identify upcoming high-touch events and create applicable e-forms to support routing and automated resolution



# Case Study – Leveraging Metrics to Drive Down Case Volume (Cont'd)

## Results

Effectively drove down the backlog to a steady-state case load and decreased the average number of incoming daily cases.

- Increased individual Tier 1 average case load efficiency by ~50%
- Identified large buckets of like cases and actively pushed out communications to mitigate future queries
- Built more complex automated routing of approvals and e-forms
- Created a future set of prioritized metrics to be utilized post-hypercare (~6 months after go live)

### Estimated Reduction of Load from Steady State Disposition

Assumed changes in case volume due to stabilization and data clean up will create a 20% reduction in total case volume and yield an expected daily average of 379 incoming HR cases

HR service	HR Case Count	Assumption	Steady State Total	Steady State Daily	Reasoning
General Inquiry	2,677	75%	2,008	134	Reduction due to stabilization
Leave Of Absence	498	100%	498	33	No change
Employee Data Update	467	25%	117	8	Reduction associated with data clean up
General Payroll Inquiry	286	75%	215	14	Reduction with discrepancy remediation
Health Savings Account	262	100%	262	17	No change
General Benefits Inquiry	192	75%	144	10	Reduction in benefits date issues
General Tax	163	100%	163	11	No change
Time Off	151	75%	113	8	New Plan and PTO rollover issues subsiding

### Improving Efficiency Provides the Greatest Improvement

Improving the efficiency of the myHR team by one case per hour generates a 52% increase in case resolution volume per day and yields an expected capacity of 369 cases.

Group	Individual	Total Cases	Current State		Improved Efficiency	
			Avg Resolved / Day	Cases / Hour	+ 1 Case / Hour	Avg Resolved / Day
Tier 1 - US	XXX	284	18.9	2.7	3.7	25.9
Tier 1 - US	XXX	269	20.7	3.0	4.0	27.7
Tier 1 - US	XXX	211	15.1	2.2	3.2	22.1
Tier 1 - US	XXX	193	14.8	2.1	3.1	21.8
Tier 1 - US	XXX	182	11.4	1.6	2.6	18.4
Tier 1 - US	XXX	193	14.3	2.0	3.0	21.3
Tier 1 - US	XXX	111	6.5	0.9	1.9	13.5
Tier 1 - US	XXX	69	4.9	0.7	1.7	11.9
Tier 1 - US	XXX	53	7.6	1.1	2.1	14.6
Tier 1 - Canada	XXX	222	14.8	2.1	3.1	21.8
Tier 1 - Canada	XXX	240	16.0	2.3	3.3	23.0
Tier 1 - Canada	XXX	84	5.6	0.8	1.8	12.6
Tier 2 - Benefits	XXX	467	31.1	4.4	5.4	38.1
Tier 2 - Benefits	XXX	268	17.9	2.6	3.6	24.9
Tier 2 - Benefits	XXX	206	13.7	2.0	3.0	20.7
Tier 2 - Benefits	XXX	165	12.7	1.8	2.8	19.7
Tier 2 - Benefits	XXX	140	9.3	1.3	2.3	16.3
Tier 2 - Benefits	XXX	105	7.5	1.1	2.1	14.5

myHR Avg = 13.5 / Day  
Daily Capacity = 243

myHR Avg = 20.5 / Day  
Daily Capacity = 369



# Virtual Operations – What's Next



# Shared Service Virtual Models

Only 1% [of GBS] reported a drop in productivity, versus 13% of non-GBS organizations whose productivity was significantly impacted.<sup>1</sup>

## Why Have Shared Services / GBS Been Effective During COVID?

1 Standardized, paperless processes

2 Existing business continuity plans supported quick changes

3 Established service level expectations with the business

4 Integrated technologies supported by the model

## Trends We Are Seeing

In the post-COVID world, most organizations are utilizing an agile, **hybrid model** by strengthening the relationship between service and evolving customer needs, accelerating the speed of delivery, and promoting innovation and adoption of new technologies.

Other companies are going **fully virtual** by closing their physical service centers and continuing to operate using virtual technologies. Companies with leading practice technologies, good business continuity plans, and robust process automation were the most successful in virtual operations.

It is estimated that 10% of shared service organizations offered virtual work options pre-COVID and ~ 33% will offer them post-COVID.

## Pros and Cons of Virtual or Hybrid Models

After COVID-19, **nearly all companies** are planning to use a hybrid in-person/virtual approach

### Pros

Reduced Cost

Happier Employees and Increased Productivity

Saved Time and Stress on Commuting

Hiring without Borders

Remote Work is an Option, Not an Obligation

### Cons

Communication Can Get Messy

Working Conditions Outside of the Office

Isolation From the Rest of the Team

Data Security Concerns

# Successful Virtual Model Characteristics

