

Reimagining HR service delivery models

ICMIF HR Leader Forum

October 2024

The EY logo consists of the letters 'EY' in a bold, white, sans-serif font. A yellow diagonal bar is positioned behind the 'Y'.

Building a better
working world

Today's agenda

Agenda

- 1 Context setting
- 2 Reimagining HR service delivery models

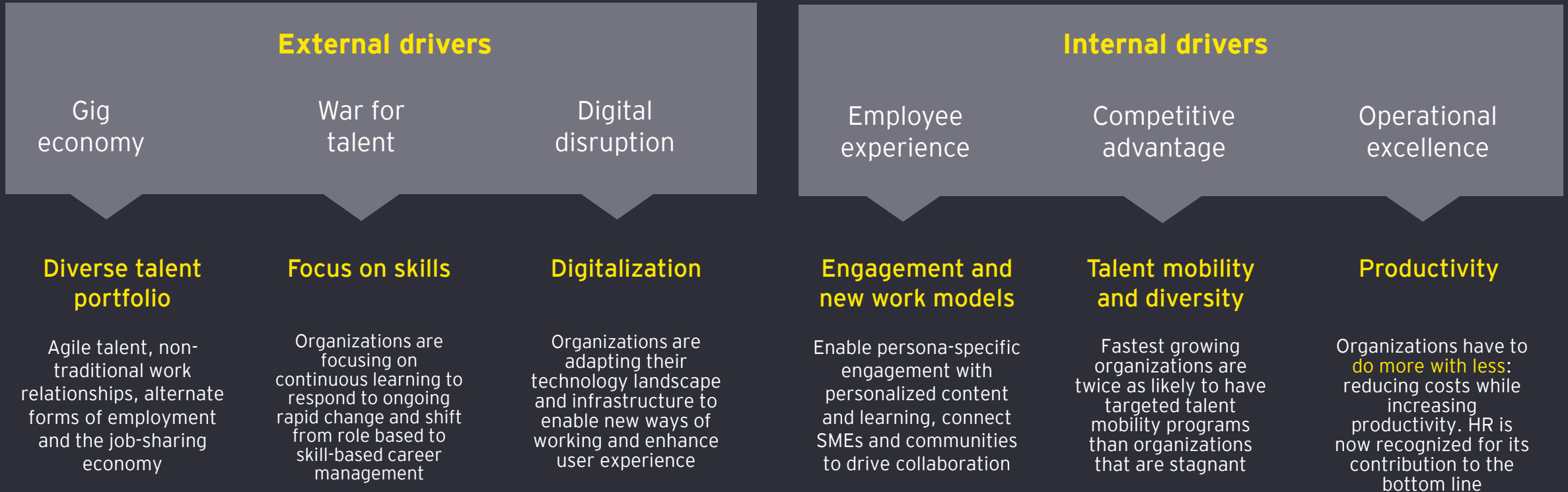
1

Context setting



The ever-changing world of work continues to add pressures and asks on the HR function

Leaders are navigating an evolving labor market, increasing employee expectations, and complex business needs.



HR leaders are transforming how they access talent, think about skills, and how they build exceptional experiences.

Ultimately testing the shape, composition and capabilities required within the HR operating model ... all while optimizing cost and investment

Levers that drive the HR agenda of today

Enhance long-term value

Agile and operate horizontally

Accelerate digital

Prioritize spend

The ask on HR functions today and tomorrow ...

Trust and purpose

Agile workforce

Digital acceleration

Human at the center

Experience and voice of employee

Virtual global business services

Talent liquidity

Resilience partner

Coordination and risk

Experimental HR

The evolving HR function must now focus on ...

Driving the consumer experience

Serving as a hub for innovation

Delivering value outside traditional role of HR



With this reflection comes an increased and renewed focus on service delivery constructs and how best to use this foundation to accelerate change

1

Modern employee experience

Standardized processes, multifunctional E2E solution integration, and increased quality support

3

Next-Gen of compliance and control

Integrated employee data management across the entire workforce allows for better controls, insights and outcomes

5

Improved speed, capacity and agility

HRSS enables a move into agile based working for the greater workforce, while providing enablement for business to go "agile"

2

Efficiency allows reinvestment

Optimization of resources, processes and HR solutions will allow budget and time to be redirected to innovation and new digital technology (e.g., AI or RPA)

4

Data-driven decisions

Provide more thorough and accurate data to enable strategic predictive analytics instead of simple reporting

6

Innovation and disruption engine

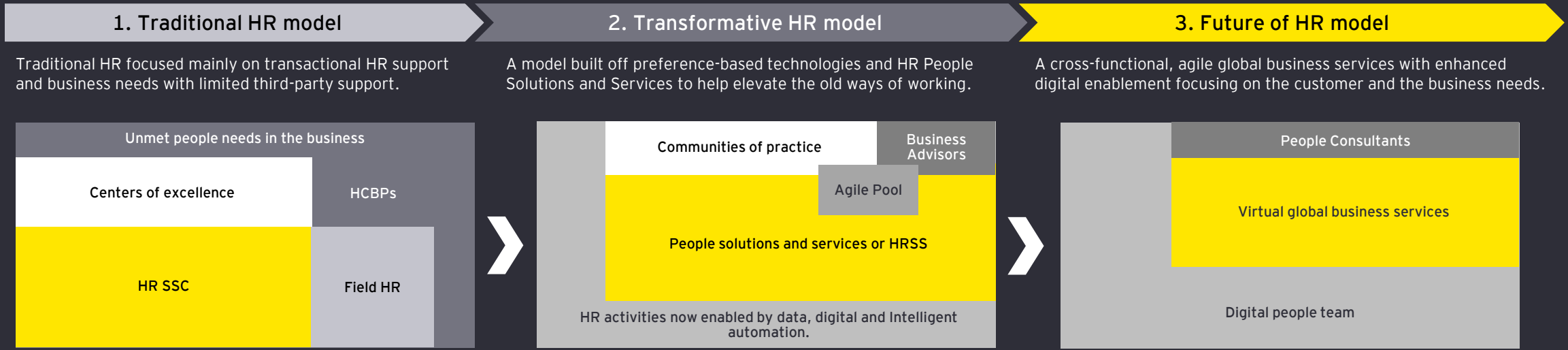
Empowered global solution owners explore possibility through the latest in tech, or ways of working the HRSS can drive innovation out of HRSS itself

2

Evolving your service delivery construct



Everyone is starting from a different place and there is of course no linear path all *must* follow



Evolution of HR Services

First-generation HR shared service centers **focused on cost and efficiency** (captive or outsourced)

A shift to **value-add through new capabilities** while maintaining cost focus with end-to-end HR process organization

Increased focus on **employee experience** underpinned by automation and digital enablement and virtual delivery of HR services



What is common: a set of triggers and use cases for re-thinking your service delivery construct

Centralized shift

Field HR activities are automated or shifted to a centralized global business solution, eliminating the need for large "in-country" presence.

Virtual structure

With virtual opportunities, employees interact with the centralized GBS to handle country-specific matters (cross-functional pods).

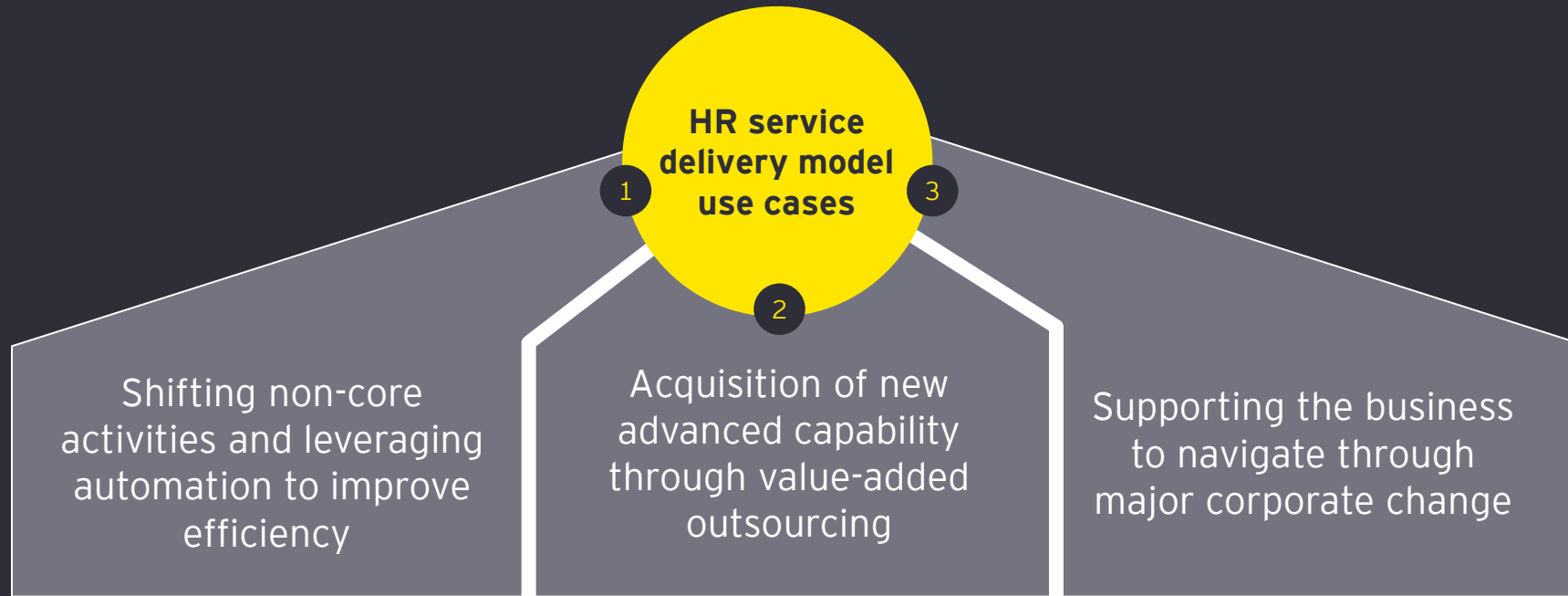
Volume of work

Services performed by the virtual global business solution will compensate for 3x more of legacy HR work than shared services.

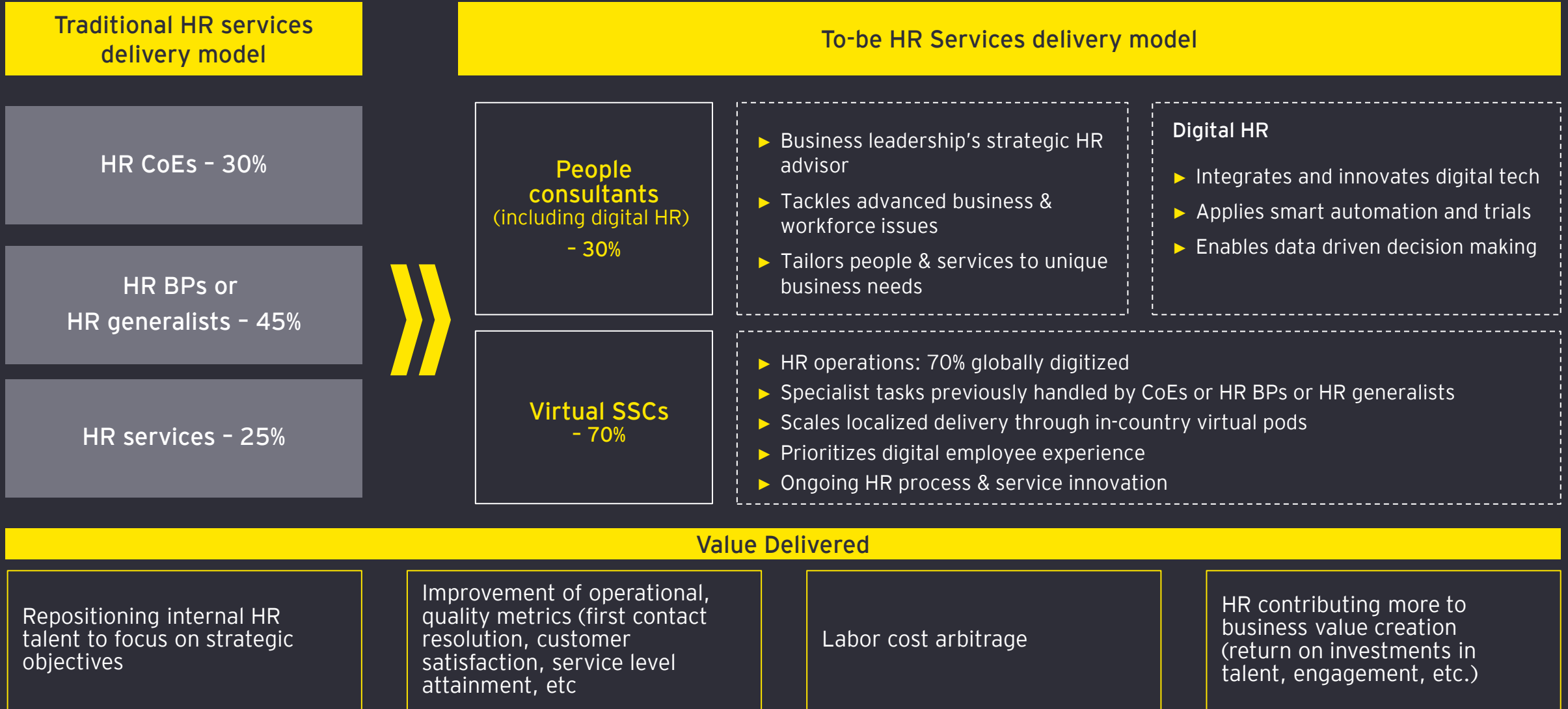
Digital interaction

Technology functions as part of the team, performing work on behalf of professionals all over the world.

Below mentioned are some of the use cases where HR services delivery models can be leveraged.



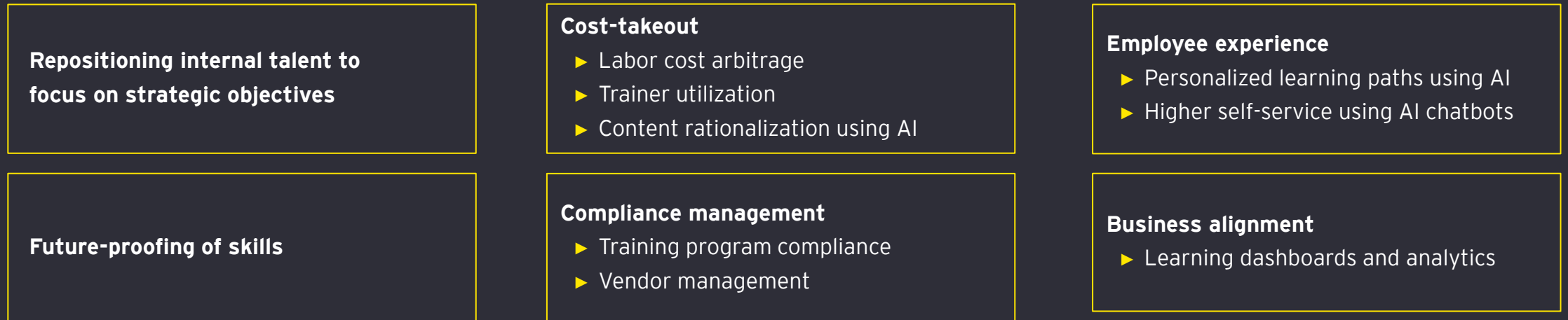
Use case 1: Reimagining the “HR services” delivery model



Use case 2: Reimagining HR service delivery for rapid acquisition of new-age capabilities (value-added outsourcing)



Value Delivered



Use case 3: Reimagining HR service delivery as a result of corporate action (acquisition, carve-outs, IPOs, etc.)

The different triggers for a disruptive corporate change where HR service delivery can play a major role to navigate and contribute to the changed environment.

Improve the cost of HR as a function and its services

Improve productivity through redefining the HR operating model

Enhance compliance by increasing regulatory costs and risks

Drive innovation and efficiency through consolidation of HR services



Thank you

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