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HR, PAYROLL & EXPENSES CONSULTANTS



Across every organisation there are often disparate departments managing largely transactional processes in HR, payroll, expenses management, compensation and benefits, fleet management, payments and receipts. These services are resource hungry, process based, silo based and duplicating task and all distracting the professionals from strategic opportunities, yet are the cornerstone to the smooth running of the organisation.

It is no wonder that shared services centres are becoming best practice since they enable the organisation to:

- Streamline processes end to end cutting out duplication
- Establish a centre of excellence using compliant common processes
- Cut across departments improving the service provided
- Put customers first providing an easy to use one-stop-shop
- Deliver on cost, service, value for money and the effectiveness of human capital
- Have clean data through capitalising on self service with business rules
- Provide a scalable service even sharing the service with more than one organisation
- Call centre staff have access to all the information and so process queries effectively and efficiently
- Develop staff who have the opportunity to be multi skilled and multi disciplined

These services are best delivered using one platform but can be achieved with more than one platform where full utilisation is made of interfaces and automation.

The services can be delivered very effectively in-house, fully outsourced or a combination.

Studies show savings realised between 20 and 35% with returns being delivered in 2

Improving compliance

and 5 years depending on the original set up and the desired service model. Benefits are realised more quickly with quick wins; perception is greatly improved particularly with collaboration in developing and testing the service through stakeholder engagement. This engagement will help facilitate the cultural changes needed to deliver the centre.

The good news stories provide useful models and less successful projects provide significant learnings. The key to the successful delivery will be in the:

- Drafting of the statement of user requirements
- Reviewing all processes prior to implementation
- Development of a robust and fit for purpose service level agreement for all suppliers
- Collaborative design of the customer service level agreement
- Project planning including the deliverables and milestone setting
- Retaining and maintaining technical skills
- Regular communication to all stakeholders and users
- Realistic benefits realisation.

Introducing a shared services centre is likely to be a significant cultural change for both the users and the staff and so needs to be carefully managed. But if staff are part of the design process and certainly part of

the process review then this will allow organisations to engage hearts and minds. There may be job losses and so sensitive communication is needed; sadly most organisations are well versed in these scenarios but some manage it better than others.

Concentrating on the strategic work isn't just for the pure HR; it goes across all the disciplines and will enable them to work on strategies across more than one area. Payroll too has its strategic role both in its own right and as part of the successful delivery of much of the other strategies.

For organisations to deliver their goals they need to develop their people, leaders and future leaders. Releasing these transactional services gives greater opportunity to design and implement the best tools and strategies to achieve this development.

Paris&Parks is an established consultancy working with organisations to:

- **Design solutions**
- **Review processes**
- **Procure and implement systems**
- **Provide project management and guidance.**

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