

# HR Shared Services - maturity assessment and optimization

Sector: Industrial goods



## MISSION



At our client, the complaints regarding HR services increased exponentially.

Specific question: How mature is the Shared Service Center and what improvement levers (with what timeframe) are available? What are the strategic options to deliver best practice services in the long term? Our client wanted a holistic evaluation of its HR Shared Service Center in terms of quality and efficiency in order to generate short-term improvement as well as to create a sustainable basis for future entities of companies and processes.

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We look forward to your message.



## APPROACH



Together with our client, we developed a three-stage concept for determining the maturity level and for deriving and implementing measures:

- The basis for the analysis phase was the ConMendo Maturity Model for HR Shared Service Centers. It comprises seven dimensions that measure strategic and organizational as well as process-related and cultural components on a scale from 0 to 4; client preferences can be customized. The analysis phase comprised 25 structured interviews with clients, partners and management teams as well as workflow analyses with administrators and a document analysis of existing concepts and data.
- Based on the results of the analysis, measures were developed together with the client to improve the maturity level along all dimensions, both in the short term (quick wins) and in the long term. The common focus was particularly on improving the perception among customers and partners.
- Next, we worked with our client to develop scenarios for achieving a target picture for HR Shared Services. After deciding on the selected scenario, a roadmap was created, which led to a detailed implementation planning of the developed measures.

## RESULT



Our independent maturity assessment was extremely well received within the organization. The clarity and consistency of the measures developed along the seven ConMendo maturity dimensions as well as the stakeholder-friendly communication of the results (for example to top management) were of decisive importance. All immediate measures developed were implemented and, in addition to the long-term measures initiated, made a lasting contribution to the improved perception of our client's HR Shared Services.

## IMPACT



ConMendo provided both methodological and operational support: The use of the ConMendo maturity model formed the basis for a fact-based and focused identification of weaknesses. As the rapid situation analysis is only possible by means of a wealth of experience, our project team had both consulting experience in setting up shared services and several years of line experience.