



知享会

HR Excellence  
Center

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HR SSC PRACTICE  
SHARING  
SSC Learning &  
Development  
HR Excellence Centre



## SSC PRACTICE-KEY TO SUCCESS- “3C”

- Clear Roles and Responsibilities (SLA)

Scope of service

- Company policies and procedures

The Performance Measurement

- Customer Value

Work closely with Customer to understand needs

Collaboration

One team, one goal

Spirit of collaboration

# CLEAR ROLES AND RESPONSIBILITIES

# HR Roles in Building a Competitive Organization



- Management of Strategic Human Resources  
(Strategic Partner)
- Management of Transformation of Change  
(Change Agent)
- Management of Firm Infrastructure  
(Administrative Expert)
- Management of Employee Contribution  
(Employee Champion)

FUTURE/STRATEGIC FOCUS

DAY TO DAY/OPERATIONAL FOCUS

PROCESS PEOPLE

Resource from “Human Resource Champions”, Dave Ulrich

# CLEAR ROLES AND RESPONSIBILITIES



## SSC

- Develop and provide specialized knowledge, processes and procedures for global implementation in the areas of L&D, C&B and Recruitment
- Provide high-quality, cost-efficient, transactional services

## BU HR

- Ensure that common Human Resources policies, programs, and practices are implemented consistently and collaboratively worldwide

# SAMPLE SCOPE OF SERVICE (SSC L&D)

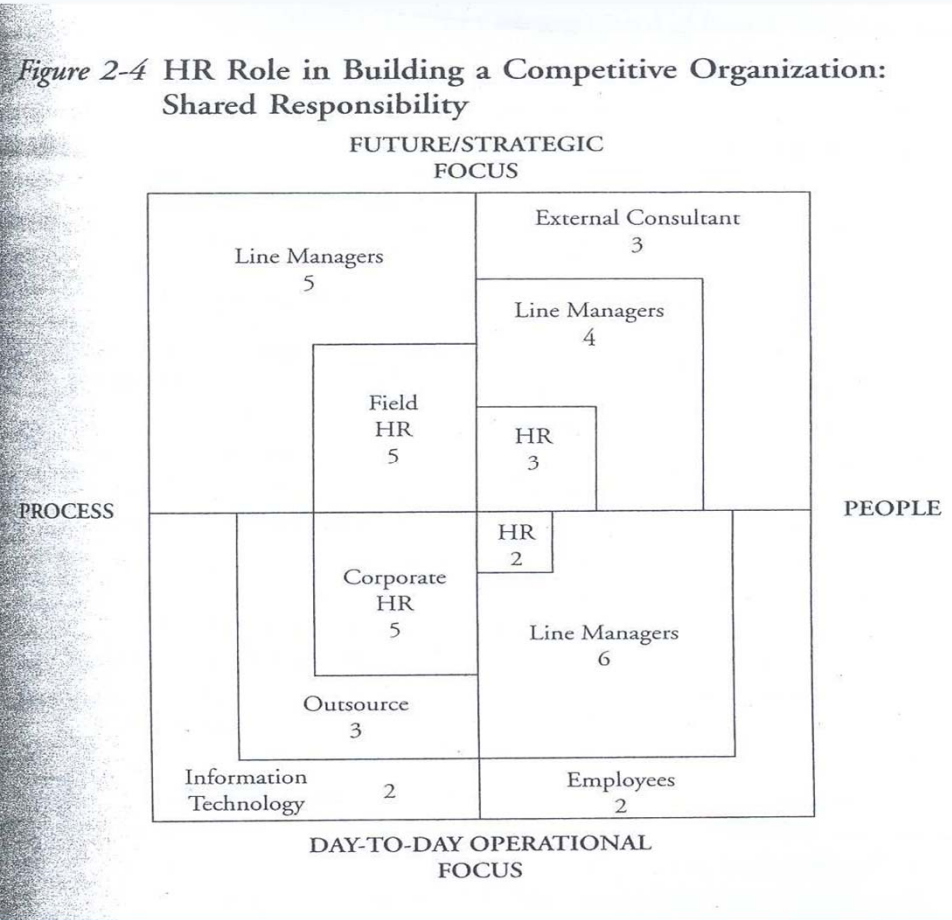


- Provide Training information and assessment tool
- Provide people development information
- Develop Annual Training Curriculum, Plan and Calendar
- Recommend various method to address training needs
- Deliver all training courses as planned and agreed
- Provide Monthly/Quarterly Delivery Status and report
- Administer Education Support and Overseas
- Assignment

## SAMPLE SCOPE OF SERVICE (BU HR)

- Define the BU's Annual L&D Needs
- Work with Line Manager on Planning and delivery of Functional / Technical Training
- Quarterly Confirm Participants and obtain approval from BU Head on cost for SSC delivered training
- Review/Approve with Line Manager all external delivered training
- Communicate Training Plan with line managers on quarterly and annual basis
- Manage development activities
- Work with Line Manager on People Development/Career Development Programs
- Communicate approval and education support and overseas assignment

# BEST PRACTICE:HR Roles in Building a Competitive Organization



# CUSTOMER VALUE

# CUSTOMER VALUE-KEY ISSUES



- How to translate company strategy?
- Who and how to implement company strategy?
- Is the customer needs clear to HR?
- How to better understand customer needs, for both BU HR and SSC?
- What are common needs vs unique needs?
- What are challenges in different operations?
- Who OWNs the process?

## SAMPLE PERFORMANCE MEASUREMENT SCOPES (SMART Principles, in SLA)



- Vendor Sourcing criteria and process
- Training information-what and how
- Development Information for LM-what and how
- Consolidation of Training and Development Needs-what and how
- Annual Training Program, Participants & Calendar
- Quarterly Nomination List & Confirmation
- Training Admin. Quality-criteria
- Training Delivery Effectiveness-criteria
- Tracking and update HR Soft
- Cost of training
- Development Program & Timing
- Ensure ROI (follow up actions)

# COLLABORATION

# COLLABORATION OR COMPETITION?



- How to make sure the common understanding?
- Clarify multiple roles within the shared service organization
- Who is the focal point?
- Get consolidations over as quickly as possible
- How to deal with uncertainty?
- Define measures of success for shared services
- Remove boundaries within the HR functions
- Encourage and teach teamwork
- One extra mile...
- LEADING CHANGE!

# DEVELOP YOUR SSC PEOPLE AND KEEP THEM MOTIVATED

KEEP YOUR PEOPLE MOTIVATED

## Successful Stories:

- Regular meeting between BU HR and SSC
- Frequently sharing between BU HR and SSC
- Job Rotate between BU HR and SSC and within SSC