



# SSOW

*Autumn*

## THE STATE OF HR IN SHARED SERVICES

### IN CONVERSATION WITH JIM HANKINS

Executive Director HR Shared Services at  
University of California, Davis and  
Advisory Board Member for SSOW



## **Shared Services HR are currently facing some key challenges today, and are asking themselves questions such as...**

*Are we doing enough to up-skill and train our employees while they continue working from home?*

*Are HR departments creating a culture that drives employee retention and creates a feasible career path for them?*

*Are best practices taken into account when purchasing technologies? Are these technologies working in unison with one another?*

**This one-on-one conversation with Jim Hankins covers some of the hot topics in HR today, many of which will be looked at in great detail during Shared Services & Outsourcing Week Autumn 2022 this September in Las Vegas.**

**During our conversation with Jim we asked:**

- 1. How would you describe the current state of HR?**
- 2. What are you hoping to gain by attending SSOW?**
- 3. How are HR departments establishing a workforce culture that drives employee retention?**
- 4. Why is it so important to show a value proposition to your employees?**



**Jim Hankins**

**Executive Director HR Shared Services at University of California, Davis and Advisory Board Member for SSOW**

**Jim Hankins has more than 20 years experience in the Shared Services and HR realm. In that time, Jim has worked with both financial and educational institutions from around the world. Jim is focused on leading teams to develop and deploy enterprise programs, systems, and initiatives in Financial Services, Healthcare, Education and Consulting/Outsourcing sectors. Jim is also known for his ability to set and execute strategy, align and motivate teams to achieve common visions, and deliver measurable bottom line results.**

## **Question 1: How would you describe the current state of HR?**

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"One thing defining HR in the shared services model right now is trial-and-error. We are seeing organizations that are continuing to fail and fail as they try to implement change whether through new technologies or strategies. However, they are taking this failure and learning from it.

**Technology today is advancing at such a rapid pace that it is constantly changing what we know and how we think about work.**

No longer can HR departments take incremental steps to update their processes and technologies. They always need to be on the ball looking for the next opportunity to update their systems, and SSOW provides professionals with such a great opportunity to see how other HR departments are handling this environment.

Another area defining HR right now is this shifting workforce. Every HR department is working on strategies to retain talent, and provide their employees with the training and resources they desire to continue developing their careers.

It falls on HR departments to balance the needs of their employees while ensuring the workforce has the tools they require to continue performing their duties productively.

## Question 2: What are you hoping to get out of attending SSOW Autumn?

Throughout my career, I've always seen the value in attending events like SSOW. Whether as a speaker, or just a participant, I am a huge believer in leveraging the work and experience of other professionals. During these events, my goal is to always walk away with at least two nuggets of insights or lessons you can bring back to your organization.

One thing that I think is important for a conference like SSOW is taking a look at the agenda beforehand. There are so many great speakers that have so much knowledge to share, but you must determine which events will discuss challenges that relate to your organization

.In the case of my organization, we are handling technologies that aren't always aligned. At SSOW I'd like to see how other organizations are managing their technology implementation. I'd be interested to see some of the failures organizations faced, and the steps they took to overcome those failures. Hopefully I can take their knowledge and apply it to my own organization.

Additionally, SSOW provides a great opportunity to connect face-to-face with other professionals in the HR realm. These conversations can be a useful benchmarking opportunity as organizations look to continue expanding their technology and automation capabilities.

### Session to look out for:

During SSOW Autumn, participate in the **"Applying Digital Technology to Your HR Shared Services Model"** workshop to hear **Patrick McClain**, the Executive Director of HR Shared Services at the University of California, San Francisco, to discuss where to start on your digital journey. McClain will also share best practices for vendor selection, and how AI can advance your organization.

### Question 3: How are HR Departments handling a shifting workforce culture?

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These past two years have obviously provided plenty of challenges as it relates to the workforce. Employees today are leaving at a high rate. They no longer feel like they have to stay at a place, and they understand they can find opportunities that offer a work model and culture that aligns with their goals. It falls on HR departments to devise strategies that will retain employees and establish a strong company culture.

**One of my top objectives is to ensure people are realizing their full potential at their organization. Once people understand their full potential you can then deploy their skill-set to the organization in a manner that is value-adding.**

This is not so much "a flash in the bucket" for the HR space. For years HR departments have been focused on being mindful of employee's health and wellness. I think there is a universal understanding that you need a healthy, present, and invested workforce to successfully reach the targets you have set for the organization.

I think another key area for HR departments, regardless of the industry, is long-term planning to best understand where the workforce is today and where it will be going.

An HR department that is trying to forecast 3 to 5 years out will be able to understand how to best grow their workforce in the future and how to ensure employees that they will be able to grow at the business long-term.

#### Session to look out for:

To hear more about how HR departments are shifting their company culture, be sure to join **"How to Leverage a Strong Organizational Brand to Gain the Trust needed to Start on a Cultural Improvement Journey"** during SSOW Autumn.

During the event, presenters will share tips for how to grow employee careers, the right tools that can help them get to where they want to be, and strategies for developing and retaining business leaders.

## Question 4: Why is it so important to show a value proposition to your employees?

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In HR it is essential to prove your value to both your customer base and the employees within the organization. This is why I think so many organizations need to seriously consider re-drafting their employer-employee value proposition.

### When I say that, it means...

- **Employee compensation and benefits**
- **Work flexibility**
- **Building a workplace community**
- **Rewarding employees**
- **Motivating employees**
- **Goal setting**

Technology also has a role in updating the value proposition between employer and employee. When organizations are offering new technologies they are giving their employees an opportunity to conduct their tasks more nimbly and accurately. They also provide additional risk aversion to employees, allowing them to go out and complete their duties in a manner that makes them feel like they are continuing to add value to their business.

Another way technology can change the value proposition is by offering employees never-before-seen training opportunities. Digital training is shown to get the best results from employees, and for many, it is their preferred method of training. By offering this to new employees you are already adding value to their work experience.

Value proposition is one thing I really hope I can talk with HR professionals about during SSOW because I think a lot more can be done with how we engage with our employees.





The **Shared Services & Outsourcing Network (SSON)** is the world's largest and most established global community of shared services and outsourcing professionals, with over 170,000 members. For the past 20 years, SSON has been providing shared services professionals with the resources and connections they need to succeed, through industry leading events; digital content such as reports, surveys, interviews, editorial, white papers, videos, and infographics; and data analytics. SSON operates under four distinct brands: SSON, SSON Analytics, Professional GBS Certification and SSO Week, the world's largest and longest running shared services event series. Registering with SSON is free at [ssonetwork.com](https://ssonetwork.com)

## Conclusion

The future of HR in shared services is being shaped at a rapid pace.

New technologies and workforce expectations are shifting the way HR departments are interacting with employees and their workflows. More than ever businesses need to take into account the health and wellness of their employees and provide them with the tools needed to continue developing their careers while avoiding burnout.

According to the GBS and Shared Services State of the Industry Report 2022, half of shared services and GBS are giving employees significant control over their own work schedules.

This is just one way HR departments are adapting. Whether by offering that workplace flexibility, digital training, or advanced rewards and benefits, HR departments are strategizing how they are going to retain and develop their workforce at a time when many people are looking for new opportunities.

**This conversation with Jim Hankins looks at the current state of HR, and how technology can be paired with a strong company culture to drive employee retention and update the employer-employee value proposition.**

***If you would like to hear more from Jim about the state of HR in Shared Services, register for SSOW Autumn by clicking the link at the bottom of this page.***

4th Autumn



SHARED SERVICES &  
OUTSOURCING WEEK

SEPTEMBER 20-23, 2022  
LAS VEGAS, NV

# SSOW Autumn

**RESET, REWIRE, RECALIBRATE, REFRESH**  
Push Boundaries, Opportunities are Limitless

*Just Some of Our Speakers Include*



Viral Chhaya  
VP, EBS Strategy and  
Capabilities  
Kaiser Permanente



Barbara Dondarski  
VP, Service Excellence  
Johnson & Johnson



Tim Butler  
VP, Global Head of  
Customer Care  
Iron Mountain



Charise Gonzalez  
Manager of Transformation  
and Development  
Liedos



Heather Johll  
VP, Operations  
Ascension Health



Arturo Castillo  
Head of GBS Finance  
Operations  
ABB



Angela Gorgei  
Director HR Process  
Delivery  
Cox Automotive



Arnd Hirshberg  
CPO & Head of Supply  
Chain  
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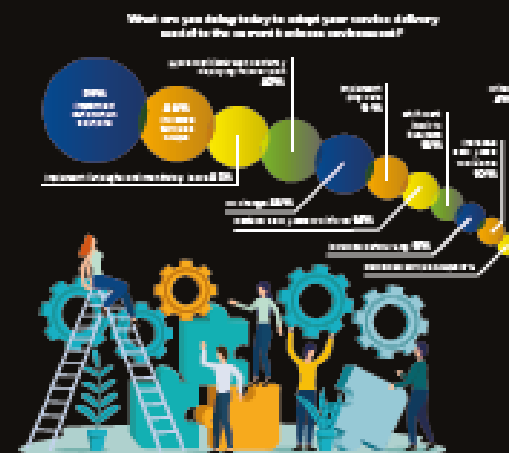




## What is SSON Research & Analytics?

SSON Research & Analytics is SSON's global data center, now in its 7th year of operation. Thousands of practitioners and consultants recognize SSON-R&A as their premier resource for shared services related metrics, benchmarks, trends and market analytics. With a user-friendly interface, and easily downloadable, comparative benchmarks as well as theme-based charts, SSON-R&A adds valuable ammunition to your inhouse or client presentations, strengthening your business case and your credibility.

Get digestible data insights with our visual analytics reports and gain a better understanding of the global shared services market using our tools.



*"The C-suite expects to see market metrics to evaluate shared services' performance. I have explored various opportunities available in the market. SSON Research & Analytics offers reliable benchmark data, at a highly competitive cost. Given access to this data, by region or industry, I can draw my own conclusions. I don't need to source expensive third-party analysts, as we can interpret the data ourselves."* Edoardo Peniche - Vice President, Global Business Services - Aptiv

## What Tools Are On Offer?

SSON Research & Analytics offers a number of easy to use tools to support you:

### City Cube

Compare 3800+ shared services locations around the world, across 17 variables such as: cost of labor, talent availability, number of shared services centers, average salaries, and much more.

### Metric Benchmarker

Benchmark your SSO across 125 different metrics, choosing either a conglomerate of industry/country benchmarks; or the Top 20 Most Admired SSOs' benchmarks in the Metrics Intelligence Hub.

### Shared Services Atlas

Locate and evaluate shared services hotspots at country, state, or city level from our global database of 10,000+ global delivery centers. Filter by industry, function, and organization size.

### Visual Analytic Workbooks

Curated charts under core topic headings that summarize the biggest trends and shifts across SSO/GBS.

For more information on how to become a premium subscriber to SSON Research & Analytics, and gain access to hundreds of metrics, benchmarks, city-based talent and cost comparisons, a list of service delivery centers across the world, and monthly research-based reports, please contact Josh Matthews at [Josh.Matthew@sson-analytics.com](mailto:Josh.Matthew@sson-analytics.com).