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Optimizing Performance of HRSS and Selling of the Shared Services Model

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Background

     In today's business world, organizations must continuously change in order to stay relevant and competitive in the marketplace. One of the ways organizations have been doing this is by moving functional groups to centers of excellence and shared services models. The purpose of these models is to standardize processes across organizations with the added intention to recognize significant cost savings. My company is no exception to this phenomenon but we are moving one line of business at a time in a slow and thoughtful manner. If I had the opportunity to sell the shared services model to my entire enterprise, I would not only have the interest of the organization in mind but also experience personal growth for myself.

     I have worked for Aramark Corporation for over five years in many different capacities within the Human Resources department. Aramark is a global food, facilities, and uniform services company operating in multiple lines of business including education institutions, correctional facilities, sports and leisure facilities, parks and destinations, businesses, hospitals, and other healthcare facilities. My role has increased in responsibility significantly over my career at Aramark and for the past 18 months I have held the title of Senior Human Resources Manager within the Education Human Resources Solutions and Services (HRSS) department.

     The HRSS model came about in 2013 and currently supports all aspects of Human Resources to the Higher Education and K-12 Education business sectors. Transition within any major company can be extremely challenging to undergo, but the HRSS team has developed into a high performing team of individuals with varying levels of experience and expertise. As a pilot for the shared services model, my team has an opportunity to show value by consistently delivering results and implementing best practices. We have the opportunity to become the model that the organization could potentially use across the enterprise.

Commented [SS2]: To stay competitive, orgs move functional groups to centers of excellence and shared services models

The goal of this paper it to research and compare a true shared services model to how my organization is utilizing it today, identify role clarity within the Human Resources Shared Services department, suggest process improvements based on current performance through a mock needs assessment, and prepare a hypothetical proposal to key stakeholders within the organization to sell the shared services model to the entire enterprise. If I am able to show the key stakeholders the value in transitioning HR across the enterprise to a shared services model I will not only be benefiting the organization but will be able to grow personally as well. In order to understand how the HRSS model can benefit the entire enterprise, I first need to research the shared true services model.

<div align="center">The Shared Services Model</div>

The intention of a shared services model is to organize functions within a department to optimize and standardize processes and systems. Organizations have been moving to the shared services model to increase efficiency, reduce costs, and create repeatable business models to aid in new and vertical sales. In the chart below I've identified a few topics that HR typically supports and I've compared the process prior to the launch of an HRSS team like mine to the way we process these topics today. After showing how the processes have change with the implementation of HRSS, I address the risk associated with how it was done in the past. This chart shows the benefit of HRSS which is one of the reasons companies are moving to the shared services model.

Topic	Pre-HRSS Process	HRSS Process	Risk
Offer Letters	Requested by account, processed by Talent Acquisition and signed by Regional HR Director, signed offer letter returned	Requested by account, processed and signed by HRSS, signed offer letter returned to HRSS	When held at the regional level, there was opportunity for errors and inconsistencies in offer letter structure. When the

	to Regional HR Director		letters were sent to regional offices they were often misplaced since the Regional HRDs travel frequently.
Severance	Requested by account, approved by HRD, severance paid by account	Requested by account, approved by HRD and HRSS, severance processed by HRSS	When severance payments were processed by the account there was confusion over basic and enhanced severance. Incorrect payments often resulted in tax implications for the employee.
Background Check Adjudication	Adjudicated by account.	Adjudicated by trained HRSS team member.	Adjudications at the account level caused several significant issues for the organization. There were inconsistencies in who was being passed which can lead to issues with the EEOC and other employment laws.
New Hire entries for mass hires and labor conversions	Employee information placed on spreadsheet that was provided to the benefits department. This required a 3 week turnaround time to scrub the file and input into the people system. A $4,000 fee was charged to the account for mass uploads.	Keyed by HRSS.	HRSS reduced turnaround time significantly and there is no charge to the account.
Progressive Discipline	Drafted and disseminated by the Front Line Manager.	Sent to HRSS by Front Line Manager. Approved/denied after investigation.	Reduced the risk of unjust discipline and terminations. Reduced risk of grievances, arbitrations and mediations.
Leave of Absence administration and coding	Approved and administered by Front Line Manager.	Approved and administered by HRSS.	Significant risk reduction for errors with non-compliance regarding FMLA and ADA.

Deloitte Development LLC's global shared services survey explains the potential benefits include "improved process efficiency and effectiveness, enhanced control, greater data consistency, more effective data governance, reduced organizational complexity, and streamlined decision making around process improvement initiatives." These are all reasons why organizations trust in the shared services model across their enterprises. If all of these responsibilities are housed within one department there is much more clarity on where the support is coming from and who the clients and operators can contact for support. The chart above shows not only the risk reduction with many of these topics, but also recognizes that HRSS owns these processes and is an easy point of contact for both employees and front line managers.

My company has chosen to pilot the shared services model in just one line of business; Education. The Education sector is comprised of K-12 and Higher Education institutions that provide dining and facilities services. As one of the largest sectors, Education has traditionally had opportunities for standardization and more consistent business practices. One of the ideal features of a shared services model is ownership. Deloitte's survey says, "A process owner's responsibilities typically include maintaining and improving process quality and efficiency, enhancing standardization, and monitoring and enforcing adherence to control." With the implementation of the HRSS team, the Human Resources department within the Education sector now has ownership over the majority of the HR practices. For example, HRSS has been able to implement new Standard Operating Procedures for other departments such as payroll and benefits in conjunction with severance, bonus structures, and other cross-functional processes. HRSS has become a trusted resource for operators, employees, and clients over the past 18 months.

HRSS Model and Purpose

Human Resources has traditionally been a department that is viewed as very tactical and administrative. As Human Resources and Human Capital evolve through changing business environments, the shift has been towards a more strategic business partner role for HR professionals. Regardless of the organization, HR departments hold many similar responsibilities as the function has evolved. With all of these changes it is my opinion that there is not nearly enough urgency around making significant impact. "There have been dramatic changes in the results expected from the HR profession. There have been many articles written to help HR professionals deliver to these new expectations, but most have focused on training or tightening up today's model through increased accountability and additional performance measures" (Hall, 68). While these are all important aspects to maintaining a high performing team, HR is not moving fast enough to show the value to organization that it deserves. If there is significantly more being asked of us in our roles, why aren't we changing faster to meet expectations? I believe that transitioning to the shared services model was a step my company took to truly show the importance and significance that HR brings to our organization.

It seems that in the past 18 months, my company has kept one thing consistent; change. In order to compete within our marketplace, my company has made significant changes to position ourselves for success in the future. Part of that success undoubtedly involves Human Resources professionals because people are what drive the business in the service industry. If I can analyze the HRSS team as it stands today and sell what we do to other lines of business, the company would recognize financial savings as well as best-in-class Human Resources support to sell to potential new clients as well as existing clients with vertical sales opportunities. In order

Commented [SS6]: SS model - steps company took to show importance/ significance that HR brings to our organization.

to build a case for transitioning the entire enterprise to the shared services model, the current HRSS team must be at a high performing level and be something that clients would encourage others to use. To understand any performance gaps within the current HRSS team, a needs assessment should be conducted to be able to gather data, analyze it, and then implement suggested changes.

Needs Assessment

The results of a needs assessment within the HRSS group should be shared with the HR Director of the team so that processes can be improved and performance standards are exceeded. A needs assessment should be conducted by a third party with the purpose of gathering information on the team's performance from our perspective as well as the clients we serve. With this information, the HR Director can address areas of opportunity and fine tune the team prior to expanding across the enterprise.

If I were the third party consultant, I would begin the needs assessment by gathering information on the roles of team members, come up with a strategy to collect data from the field operators and clients, analyze the data, report back to the HR Director, and finally suggest areas of improvement for the team. Using the outline below for clarity through this project, I would explain to the HR Director what my plan is for assessing the team and then break down each step.

The needs assessment is a beneficial for managing the project from start to finish. When conducting needs assessments, it's critical to be patient, thoughtful, and thorough in the analysis or the assessment may ultimately fail. If the results are rushed, there is a risk that the consultant is missing important details that should not be overlooked. In the book Assessing Needs, the authors explain that "…a needs assessment, if you do it properly, will ensure that the solution(s) addresses the real issue(s) and effectively focuses the appropriate resources, time, and effort toward a targeted solution" (6). Although a full needs assessment has not been conducted within the HRSS group as part of this project, I can identify areas that I know would come up as opportunities for improvement.

Current Team Structure

The HRSS team is a shared services group that supports the dining and facilities employees within the Education line of business. Whether it is people-system issues, employment relations matters, general benefits questions, or a critical incident on a campus or at

a school, the HRSS team is available to support the field in many ways. The HRSS team is currently comprised of four levels of Human Resources professionals;

1. One Human Resources Coordinator (HRC)

2. Human Resources Associates (HRAs)

3. Human Resources Managers (HRMs)

4. Senior Human Resources Managers (SHRMs)

The HRC is responsible for recording voicemail messages and logging tickets to have the voicemails escalated appropriately, distributing and sending all mailing, running reports upon request, and other administrative duties as necessary. The HRAs answer the call center telephones, respond to systems-based inquiries, process offer letters, severance letters, and issue leave of absence paperwork. The HRMs respond to hotline calls, EEOC charges, and investigate hotline calls. The most complex or challenging issues are escalated to the SHRMs who are also responsible for project management at times. The problem is that while there is a general understanding of what everyone is responsible for, there is a lot of role ambiguity within the HRSS group which is causing the team to not function as efficiently as possible.

The ambiguity comes mainly between the HRMs and the SHRMs who are doing very similar work outside of the project management. If our key stakeholders spent "a day in the life" of an HRSS team member, they would easily identify that we are not truly operating to our capacity. By using the RASCI model in the next section, I've identified how the tasks and responsibilities should ideally be distributed.

The Senior HRMs have faced a lot of challenges recently, mainly around role clarity. There are four Senior HRMs total, and only one (me) is based out of the headquarters building. Many of the Senior HRMs feel that they are doing the same work as the HRMs and that there is

really nothing "senior" or strategic about their position. The project work is often distributed to me since I am the only Senior HRM based out of headquarters and I think that is frustrating for the other team members who would like to be involved but who aren't in a practical geographical position to do so. By being in headquarters, I am able to leverage my relationships within the building and participate in a lot of exciting projects that the others are not able to.

As a response to the Senior HRMs' ongoing and justifiable frustration, I decided that through our weekly senior team calls that I could discuss how to strategically position ourselves within the current team structure. To do so, I asked the Senior HRMs to help me define where they would ideally like to see different tasks distributed. The chart below shows what we believe would be the ideal breakdown of responsibilities.

Task	Optimal Role Assignment
Lower priority Hotline Calls (Cs, especially)	HRAs
Higher priority Hotline Calls (Bs and As)	HRMs and SHRMs
Priority B Hotline Calls that are C-level isssues	HRMs
General Benefits Assistance	HRAs
Voicemail Returns	HRAs
Performance management	SHRMs with support of regional HR Directors
Safety/Risk – Worker's Compensation	SHRMs (with opportunity to train HRMs)
EEOC claims	SHRMs (with opportunity to train HRMs)

In addition to what the Senior HRMs think that others should be doing, I asked them to define what our own proposed deliverables are for the upcoming year. If we want to be strategic, I think it's important for us to define our role before others define it for us in a less favorable

way. The purpose of doing this is to identify what it is that the other Senior HRMs think we should be doing and see how I can support them from headquarters in making sure they are aligned with the strategic goals that the line of business has set for us. The response reflected in the chart below are topics that SHRMs are looking to have ownership of.

Role	Deliverables
New Business Support	Senior Human Resources Project Manager to ensure seamless transitions for new and vertical business.
HRSS Team Development	Identify and lead trainings.
Root Cause Analytics	Solution Management of systemic issues across Education sector
Education-wide Training	Provide training to operators across the line of business in HR areas that are beneficial to the field (i.e. Employment Relations)
Trending Issues Communication with Regional HRDs	Assembling trending issues across a particular region or across Higher Education/K-12/Education; Forming resolution proposal with resourcing requests; Delivering issues and proposed resolutions on a regular cadence
Large-Scale Project Management for Education Human Resources	Lead projects as assigned by Human Resources Vice President for Education sector

The next step in this initiative is to truly define what the expectation is of the Senior HRMs around increasing the strategic part of the role. If the team can identify projects within the HRSS group that expand to the organization, that would be a win for them in increasing role satisfaction. If the Senior HRMs are simply conducting trainings within the team, they may not feel as strategic as they hope to. To me, it is a very broad expectation to feel like your role is "strategic" because this can mean different things for different people. What some Senior HRMs view as strategic may seem very basic to others and vice versa.

Role Clarity

In order to transfer the current HRSS team across multiple lines of business, the team should be a well-oiled machine with no role ambiguity. That's unfortunately not how it is operating today, but through an assessment of each role we can create more definition. The RASCI chart is a simple and visual way to analyze where there are current overlaps or gaps. Overlaps occur when more than one party has the responsibility for a task. This can cause confusion about who actually owns the task and should be held responsible. Gaps occur when there is no clear definition of who is responsible or accountable for something.

The chart below shows numerous but not all tasks that HRSS is responsible for and divides the responsibilities by role. This chart shows the ideal situation for HRSS as it stands today but is not an actual representation. In fact, when creating a RASCI chart for the team as it is today, I noticed that there were multiple overlaps and sometimes three different levels of HR professionals responsible for the same tasks. This has caused lot of confusion and has decreased the morale of high performing Senior HR Managers when they are doing the work of HR Associates. The chart below is an ideal way to operate and defines different levels of responsibility.

R = **Responsible** - owns the problem / project
A = to whom "R" is **Accountable** - who must sign off (**Approve**) on work before it is effective
(**S** = can be **Supportive**) - can provide resources or can play a supporting role in implementation
C = to be **Consulted** - has information and/or capability necessary to complete the work
I = to be **Informed** - must be notified of results, but need not be consulted

	HR Associate	HR Manager	Sr. HR Manager	HR Director	Other
Answer call center phones, log tickets	RA	S			
Distribute		RA		S	

> **Commented [SS9]:** Used RASCI Chart (below) to identify roles regarding specific tasks

workflow to HRAs					
Distribute workflow to HRMs			RA	S	
Distribute workflow to Sr. HRMs				RA	
Hotline calls (Level C)	R	A	S		
Hotline calls (Level A and B)		RA	SC	I	A (Legal)
FML and Leave of Absence Inquiries	R	A	S		SC (Legal)
Critical Incidents			RA	SCI	SCI (Legal)
Project Management			RA	SC	
General Benefits Assistance		R	SC		SC (Benefits department)
EEOC and Government charge responses		RA	SC	I	
Employee Investigations		RA	SC	I	
Reports and record keeping	RA	S	C	I	
Systems maintenance	RA	S		CI	
Union negotiations			RA	I	SC (Legal)
New sales and labor conversions		RA	S	C	
Accommodation Requests	R	A	S		SC (Legal)

Other HRSS Challenges

The HRSS team has seen so much success, but creating the department was not an easy task and challenges present themselves every day. One of the main challenges I have seen has been through the transition of regional HR support to a centralized team of HR professionals. Since many of the team members were once in field HR positions, there is a desire from the field to go to their trusted resource instead of using the HRSS contact model. To do this, operators and clients are emailing or calling HRSS team members directly instead of using the general email and hotline information. The purpose of going through the email or telephone reporting process is to make sure that issues and inquiries are being tracked, distributed, and managed appropriately. If HRSS members are doing "one-off" favors, these issues are not being captured and the overall reporting of HRSS data will not be accurately reflected. It would be nearly impossible to identify trends within the line of business if everyone continues to do favors.

Another challenge is the connectivity between Human Resources and other functional departments. For example, HRSS owns the severance process, but the payments are processed through payroll. If payroll is not aligned with the process it ultimately falls back on HRSS. Similarly, employees call HRSS for a lot of general benefits assistance but when it comes to medical insurance, employees need to be referred back to the benefits department for privacy reasons related to HIPPA. This is frustrating for people who are calling for a quick answer, so improving the relationship with the benefits and payroll departments certainly has its value.

Similarly, the Labor Relations department operates as a silo department but much of what HRSS does includes employment and labor relations. When collective bargaining agreements are negotiated and updated, HRSS needs to be made aware. In order to give clients quick advice and feedback, we need to know what the current contract is that they're operating under and

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Commented [SS10]: HR Challenges –
1.Field members go to known EEs (prior regional HR) instead of through the centralize HR team.
2. Connectivity between HR and other functional depts.
3. Overlap of responsibilities btwn Labor Relations and Centralized HR function.

that's not happening right now. Instead, operators and clients have to go to Labor Relations for certain contract specific information and then to HRSS for approval on things such as progressive discipline, reasonable accommodations, terminations, etc.

A possible solution for this lack of connectivity is to have bi-weekly calls with someone from HRSS, Labor Relations, Employment Relations, Benefits, and Payment Services/Payroll to discuss recent issues and concerns and to suggest process improvement opportunities. Having this open line of communication between the departments will allow for more proactive planning when it comes to contract negotiations and changes, labor conversions, and general employee inquiries. I would be more than comfortable taking a leadership approach to this initiative because I think it's something that would benefit each function, not just HRSS.

Whether you are an HRA, HRM, or Senior HRM, there is no doubt that field experience is critical to your success in navigating the organization and learning how to support employees, operators, and clients. There are invaluable lessons to be learned in the field, but currently two other team members and I are the only three HRSS members that have spent any significant time in the field. I would like to propose to the HR Director of HRSS that each member of the team do a rotation in the field at a local account.

The purpose of spending time in the field is to familiarize HR professionals with what employees' day to day tasks are, observe the role of a front line manager and their unending number of daily tasks, and to truly just be a sponge and soak in as much information about the field environment as possible. Without understanding how the field operates, HRSS members have noticeably experienced challenges in directing management through more difficult situations such as investigations, decisions involving union employees, mediations, and arbitrations. Team members that have not spent any time in the field are currently going to the

<div style="float: right; border: 1px solid #9cf; padding: 4px;">
Commented [SS11]: Eliz suggests possible solutions for identified problems/issues.
</div>

people who have for a lot of help with these situations. This issue has a tremendous training opportunity tied to it that the HRSS team should take advantage of prior to expanding.

HRSS Highlights

While it's easy to point out where a team needs to improve, we sometimes forget to stop and recognize the successes of the team and what we have accomplished in such a short time. The organization took Human Resources professionals from across the line of business, eliminated regional roles, and formed a team of centralized individuals to provide the service that the regional HR partners once did. As if starting a new department and creating standardized processes from the ground up wasn't difficult enough, the HRSS team was dealing with the resistance from tenured operators who were not used to such drastic changes. It was difficult from the beginning to build trust and buy-in from the operators, but over time the relationships have drastically improved.

Once people saw the responsiveness, professional guidance, and not to mention cost savings at the account level, they embraced the HRSS team much more. The Education line of business is truly a success story for the rollout of HRSS. With this proven success and ultimate buy-in from the operators and clients, I think there is a great opportunity to expand to the enterprise within the next couple of years. In order to obtain this goal, there are key people within the organization that need to understand the success that HRSS has had. These key stakeholders have the power in decision making for enterprise-wide changes but I think it's important that they hear about the department from someone who has first hand knowledge of the transition, success, and challenges.

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Commented [SS12]: Eliz identifies "Successes" –
1.Trust & buy-in have improved over time.
2. People now recognize that Ed Dept. HRSS provides responsiveness, prof guidance, cost savings

<div align="center">Key Stakeholders</div>

Education is just one of many lines of business within my company. If the Education line of business can successfully continue to run a shared services model, there is an opportunity for the entire enterprise to change their Human Resources departments. In order to influence key stakeholders that this would be the right decision, I would have to prepare a thoughtful presentation into the successes and even challenges that the HRSS team has faced and how we can overcome them. Most importantly to many stakeholders, I will need to show the financial benefit and also assure them that the transition will be seamless and beneficial to the clients we serve.

Preparing a general overview would be the first step for each presentation. Before showing HRSS's internal value to the enterprise, it's important to recognize how the field operators and clients will benefit since the organization believes in "Front Line First."
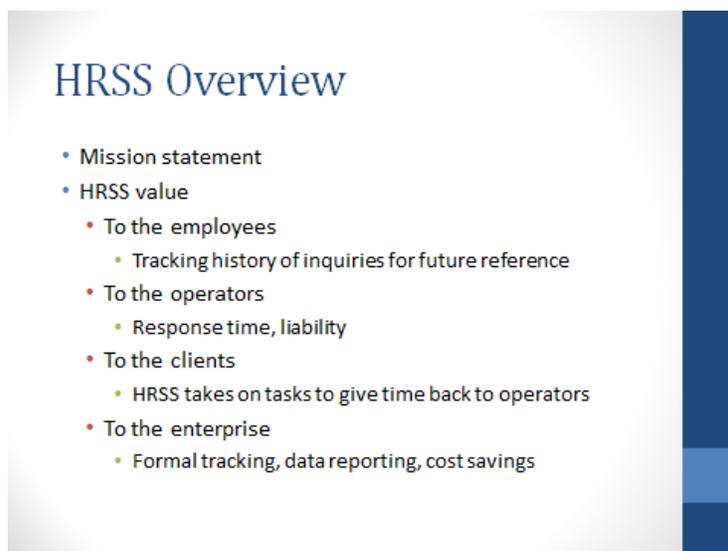
The key stakeholders would be the Human Resources leadership (HRVPs) for each line of business, the Chief Operating Officers (COOs) of each line of business, existing clients who would be impacted, and ultimately the Senior Executive team for the organization. Each stakeholder group would have a different level of interest and engagement in making a drastic change to a center of excellence or shared services operating model. While I wouldn't directly be speaking to existing clients, I think it's important for the COOs and HRVPs to understand what will impact them in order to prepare the lines of business with talking points and other information to gain the trust and buy-in from them.

The chart below lays out each of the key stakeholders and whether or not the concerns on the left are a priority to them. The presentations need to be tailored to different stakeholders to ensure that appropriate level of detail and information is being provided to them. For example, a board member is likely to care more about tax implications and savings than process improvements that an HR professional may be worried about.

Key Stakeholder Concerns

Concerns	HR Stakeholders	Existing clients	Line of Business Leadership	Executive Leadership & Board Members
Cost savings	X	X	X	X
Process efficiency	X		X	
Platform to support external growth	X		X	X
Ability to sustain/control compliance requirements	X	X	X	X
Data visibility	X	X	X	X
Process quality	X			
Improved customer service	X	X	X	X
Removal of responsibility on front line managers	X	X	X	
Tax benefits				X
Risk	X	X	X	X

The Human Resources Vice Presidents would be the easiest sell because I think they will believe in what we are trying to accomplish as a department while upholding an exceptional level of service. They understand the frustration that Human Resources professionals in the field face when it comes to being expected to be bogged down with significant tactical tasks. The HRSS team is capable of providing services that standardize day to day tasks such as offer letters, new hire inputs, background check adjudications, severance requests, and documentation review just to name a few. Supporting operators from afar allows Human Resources partners to be more strategic because they can show people the tools to get things done without having to do it for them.

One way to present to the HRVPs and other HR key stakeholders is through a presentation. In my position I am somewhat familiarized with many of the HR key stakeholders and would be very comfortable presenting to them. After explaining to them what HRSS is, what our mission statement is, and some key success stories, I think it would also be interesting to share some of these quick facts about HRSS's first year of operating. It would also be helpful to gain insight from the HRVPs prior to talking to the business operators and COOs because they would be able to give very insightful feedback.

By looking at this chart below, I think the HR key stakeholders will be very surprised to see how high these numbers are for basic HR responsibilities such as hotline calls, background adjudications, employment and labor relations requests, etc. It's extraordinary what HRSS accomplished in such a short period of time.

Education LOB Success – Year One
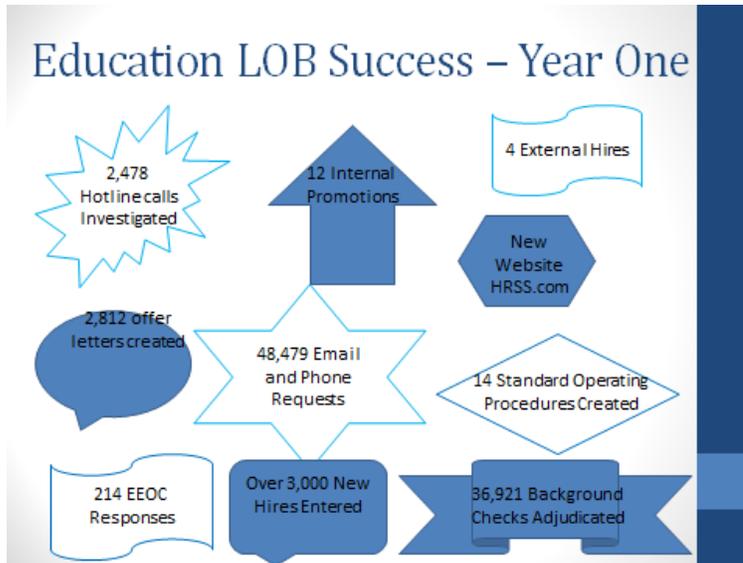
The Chief Operating Officers will want to focus on the financial savings they will recognize but will still want assurance that there will not be any noise in the field operations or clients around the changes. When this change first occurred in 2013, managers that had been with the company for years were very frustrated with the new processes. The line of business was able to control the impact this had on clients and showed them that it was a cost savings to them. The COOs are constantly trying to ensure that the front line managers have all of the support that they need from a functional perspective so that they can operate their business without being bogged down with unnecessary tasks.

One successful tool that HRSS implemented to receive feedback from operators and the client is a service response survey. All of the operators and clients that request our services automatically receive a survey request via email from HRSS once there ticket is closed. They have the opportunity to rate different aspects of the service and to provide any comments they

feel are necessary or would help to improve the team's response time and service. This has been useful in determining how well clients are receiving HRSS' support and examples of the feedback would be a great tool to show the key stakeholders.

The Senior Executive team will be the most difficult to present to because they don't have day to day insight of what we do. The changes would have to be kept at a very high level and focus mainly on how it will impact the organizing as a whole. Since our company went public in 2013 the senior team has been much more proactive in learning the details of different lines of business and how each function operates within each sector. Specifically, the senior executives will be interested in cost savings opportunities that could be recognized if the entire HR function within our organization transitioned to the HRSS model.

For the presentation to senior executives, I would tailor the feedback to show where Education was prior to HRSS and how the implementation saved money on labor, travel, and even preventative costs such as arbitrations, mediations, and other liabilities as a result of more streamlined and consistent processes. The chart below is an example and does not reflect actual numbers, but the intent is to reflect what actual savings were. In this sample chart there were over 1.5 million dollars in savings during the first year of the HRSS operating model.

Cost Savings Opportunities: Labor

- Overhead costs vs. field/region costs
- Number of HR professionals in the field prior to implementation of HRSS (not including account-based HR Managers): 39
- Number of HR professionals in the field after the implementation of HRSS (not including account-based HR Managers): 15
- Headcount reduced: 24 employees
- Average annual salary per HRM: $62,000
- Total average estimated savings: $1,488,000 annual salary plus taxes and benefits

Along with financial results, the senior team has been increasingly interested in day to day critical incidents across the organization. Our CEO has been with the company for a little over two years and I have been very impressed with his engagement in protecting the organization's brand. I understand that as a publicly traded company we have to be more aware of our reputation, but I have seen a genuine interest in HR related issues such as critical incidents.

HRSS has come up with our own process to make sure critical incidents are properly addressed and most importantly we respond to such incidents in a very timely manner. For example, if there is an issue at an account that could potentially be in the news we investigate it very swiftly and thoroughly. Whether it's something that happens at a school or campus involving one of our employees or a critical food safety issue, HRSS has put in place an incredible process for escalating a response quickly so that our CEO and the senior team has all

of the information they need in case they have to comment. This process is a huge win for HRSS because it's a topic that is a high priority the senior executives. Showing how our value impacts the organization as a whole and helps to protect the brand aligns with the CEO and our entire senior team's goals and expectations.

<div align="center">Personal Goals</div>

I am without a doubt an advocate for the HRSS model for my entire organization, but there are also personal goals tied into the expansion of our team. If the HRSS team expanded, I would have the opportunity to help with the model in other lines of business and potentially become a director. Being in a director role would allow me to lead a team of Human Resources professionals and help the enterprise transition to the HRSS model with my experience and expertise. As an HR professional who has spent a number of years in both corporate functions as well as field operations, I believe that I have a strong stance as an internal advocate for the shared services model.

Beyond the generalist world of Human Resources, I would like to advance my project management skills. What I hope to gain by leading projects such as the expansion of HRSS is an understanding of the how Human Resources department fits into my organization and positively effects change. Additionally, I want to apply financial results to project management because the business is constantly looking for the most efficient way to operate. By getting involved in projects and creating enterprise-wide initiatives, I have an opportunity to improve the HRSS team and influence other lines of business to move to the same model.

Before I can change the HRSS team model, I need to fully understand how a shared services model operates. I began my research with the shared services structure and intent then

> **Commented [SS14]:** Eliz's personal goals re this initiative:
> 1.Have oppty to help w/ model in other LOB
> 2. Direct and enhance proj. mgmt. skills
> 3. Note: She states, "Managing through this project in real life will be extremely instrumental in my own career growth."

measured my team against it. After that, I took a hypothetical approach to how other lines of business would benefit from the shared services model throughout the enterprise. I also took a research approach on project management and effective leadership in order to understand what it would take to launch the expansion of the HRSS group. By exposing the HRSS to the HRVPs, COOs, and senior leadership throughout the company, I would have the opportunity to really highlight the success of the department and open the organization's eyes to positive change that could come about.

Managing through this project in real life will be extremely instrumental in my own career growth. I will truly be taking a leadership role after a tremendous amount of research and analyzing to help build my case for HRSS across the enterprise. By identifying areas of opportunity, creating a plan that identifies the benefits of the HRSS model while not losing sight of the challenges and disruptions it causes, and executing these initiatives, I will be able to show my value to senior leaders across the organization.

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