

TARMAC

A CRH COMPANY

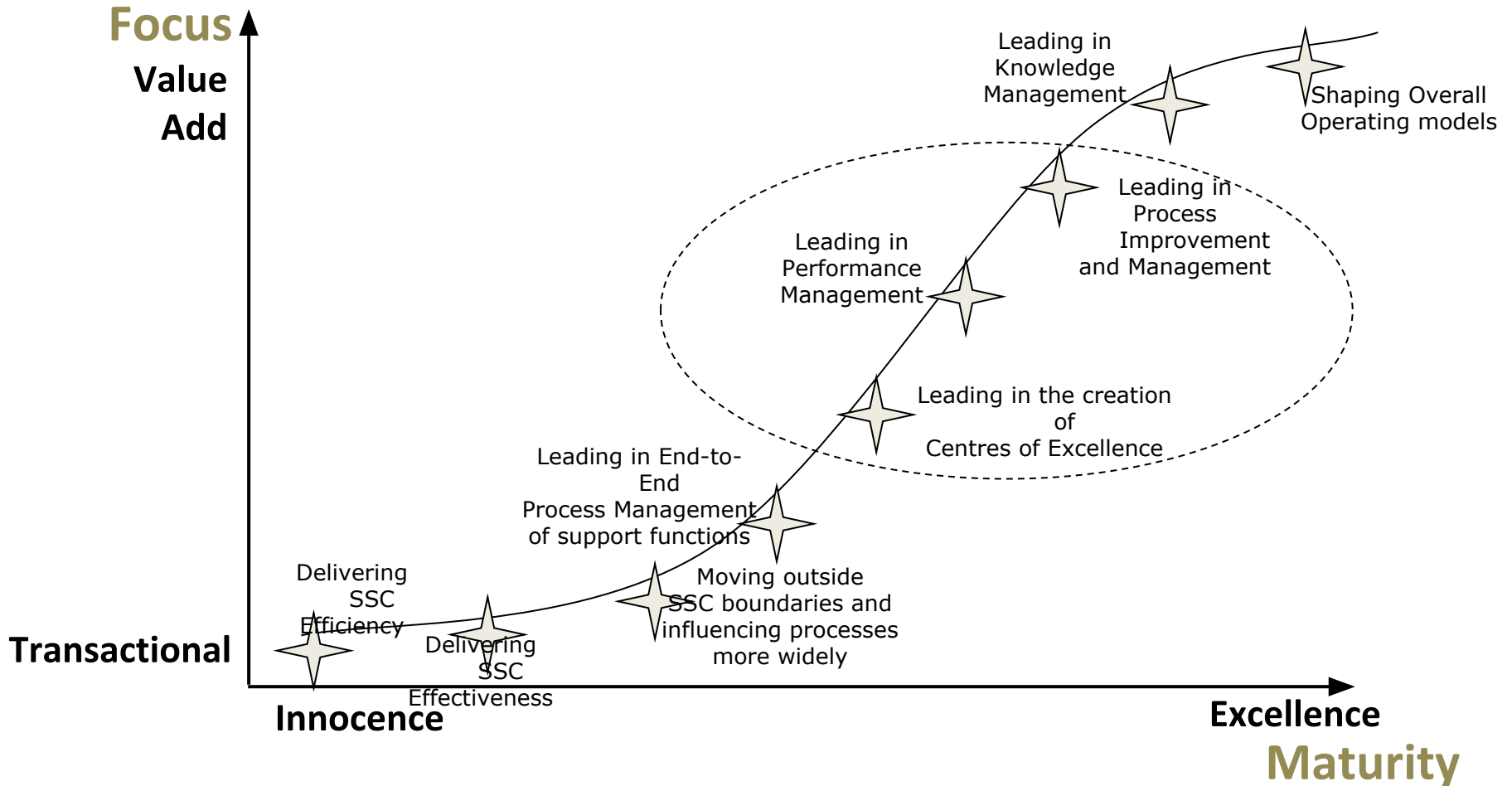
- **Opening / Context - Stephen**
- **Talent Development @ Tarmac - Andrew**
- **Certificate in GBS - Chris/Phil**
- **Closing / Forum update - Scott**

Talent Management in SSCs



Midlands SSC forum
October Breakfast briefing

Creating Excellence in Shared Services

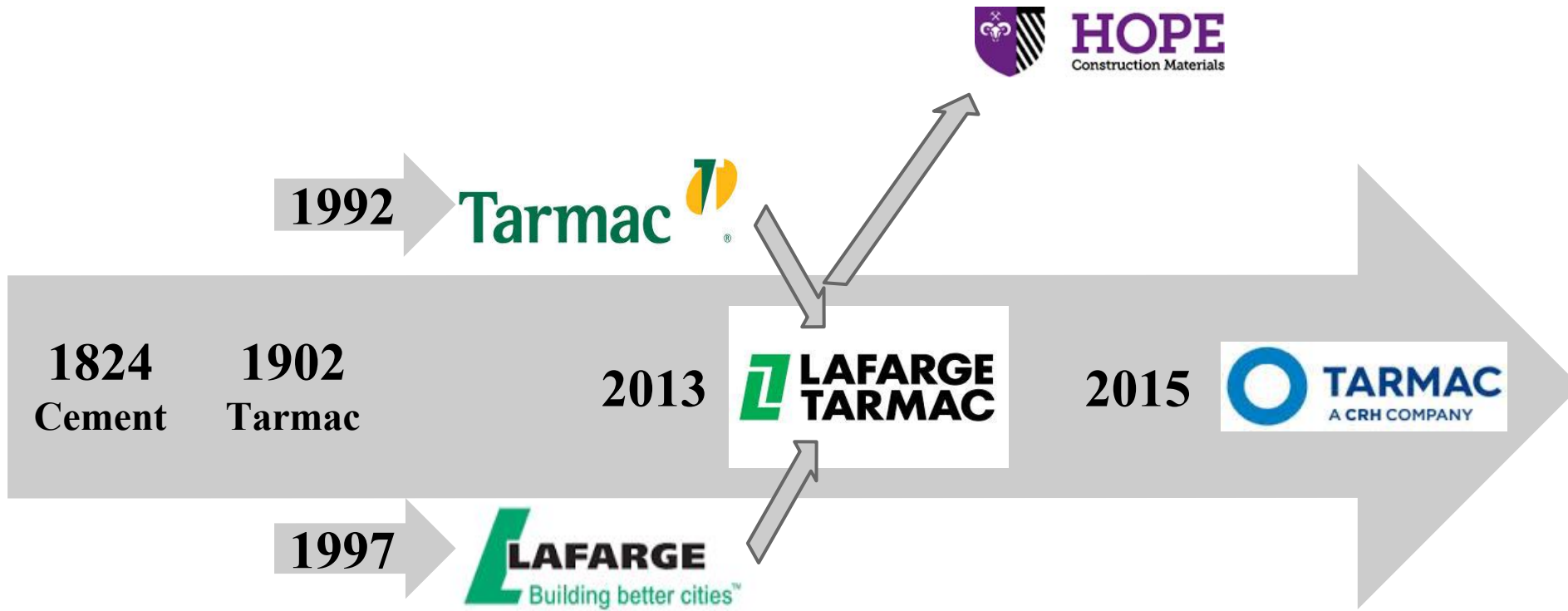
The two enablers of excellence in shared services are typically people and process. Whilst technology can drive process, it is people that really drive excellence in SSCs.

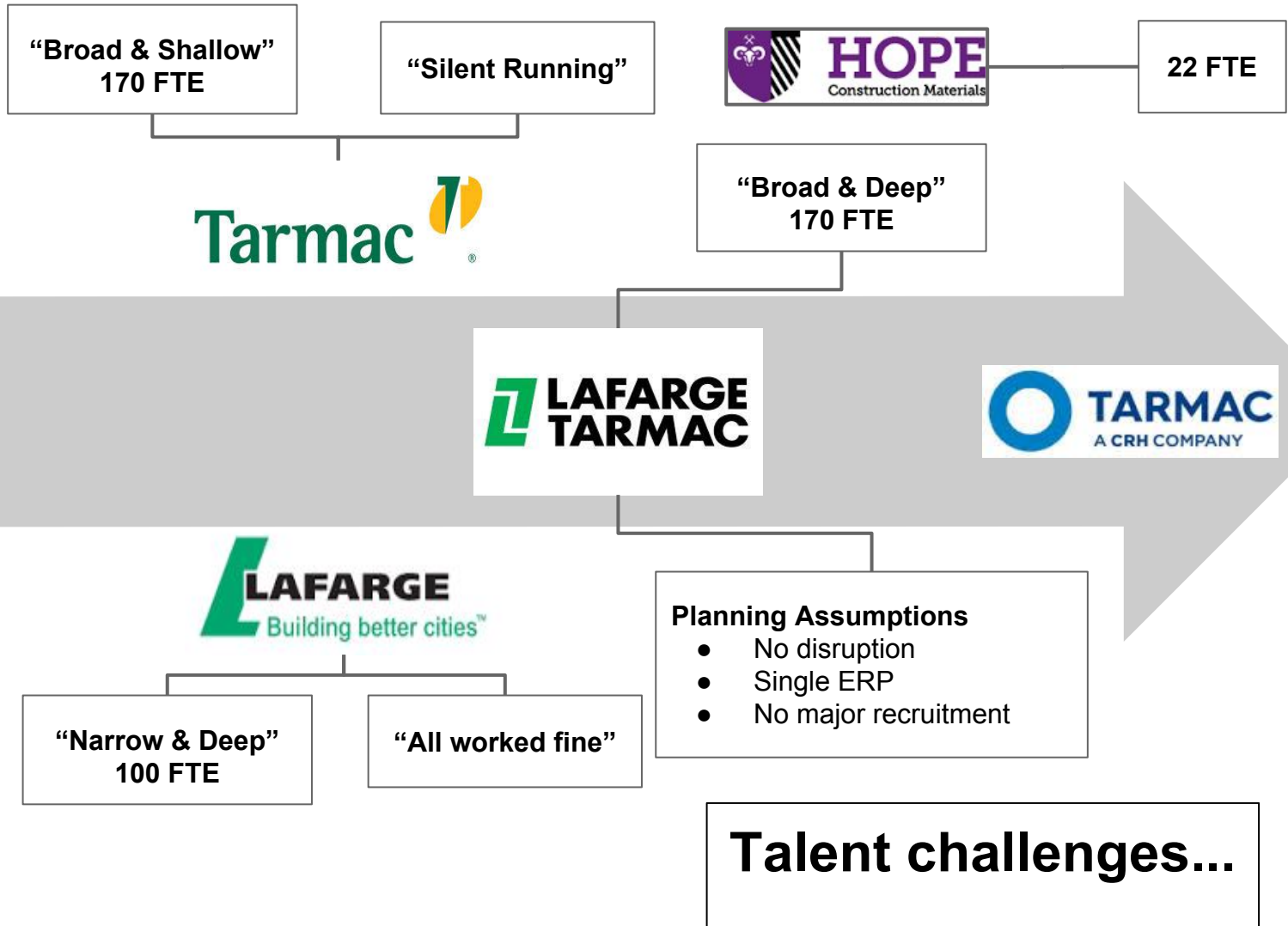


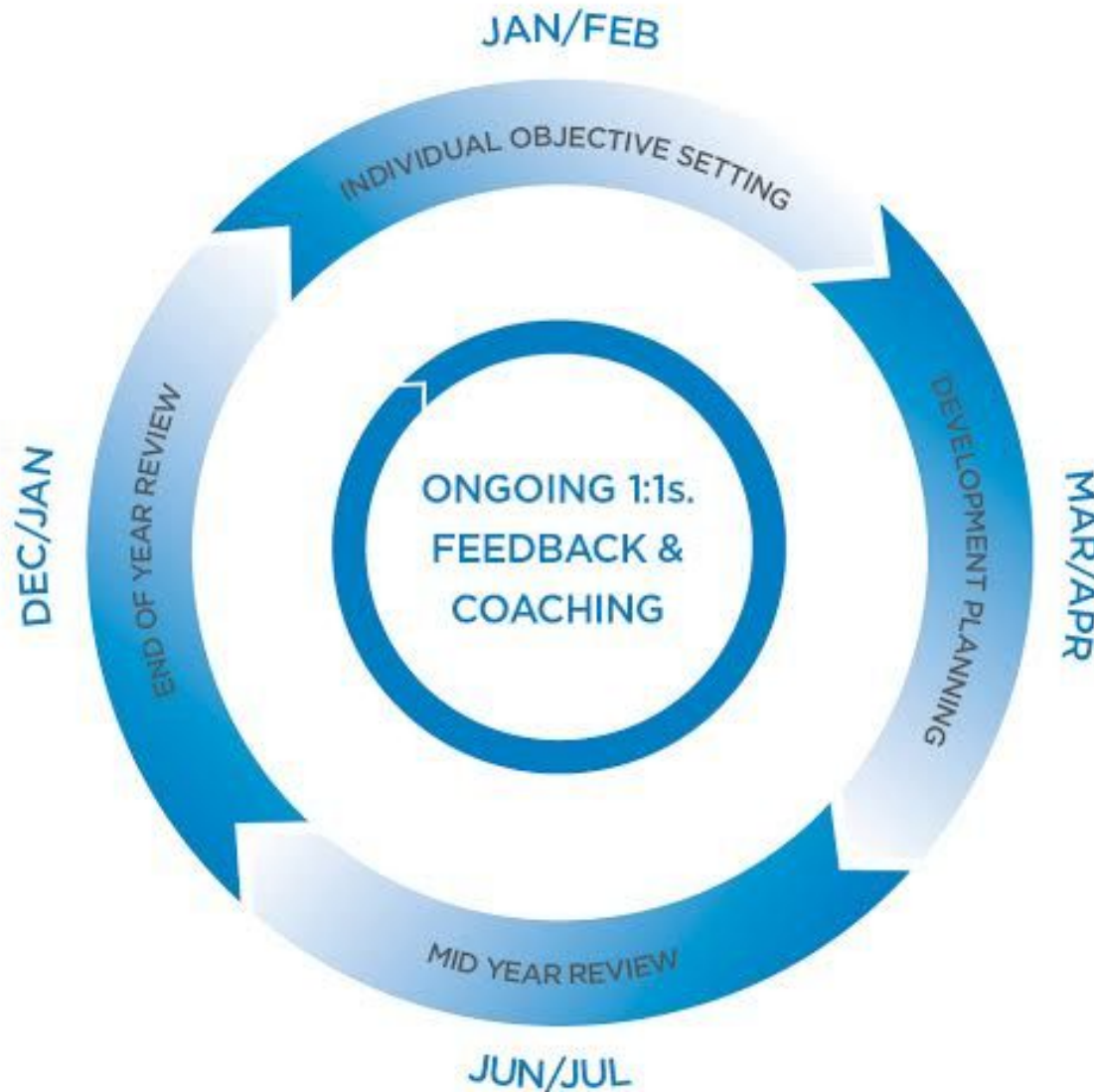
Talent Management Tools: What & When?

SSC Stages & Development Tools (Sample)  	Delivering Efficiency	Delivering Effectiveness	Influencing Processes	Managing Processes	Creating Centres of Excellence	Leading in Performance Management	Leading Process Improvement
Talent Strategy & Management	N	M	H	H	H	H	H
Organisation Structure/Roles	VH	H	L	H	H	M	H
Competency Setting	VL	H	H	H	H	H	H
Recruitment & Selection	E	E	E	E	E	E	E
Performance Assessment	E	E	E	E	E	E	E
Development & Knowledge Sharing	L	M	H	VH	H	VH	VH
Succession Planning	N	N	N	M	H	H	H
Recognition and Rewards	E	E	E	E	E	E	E

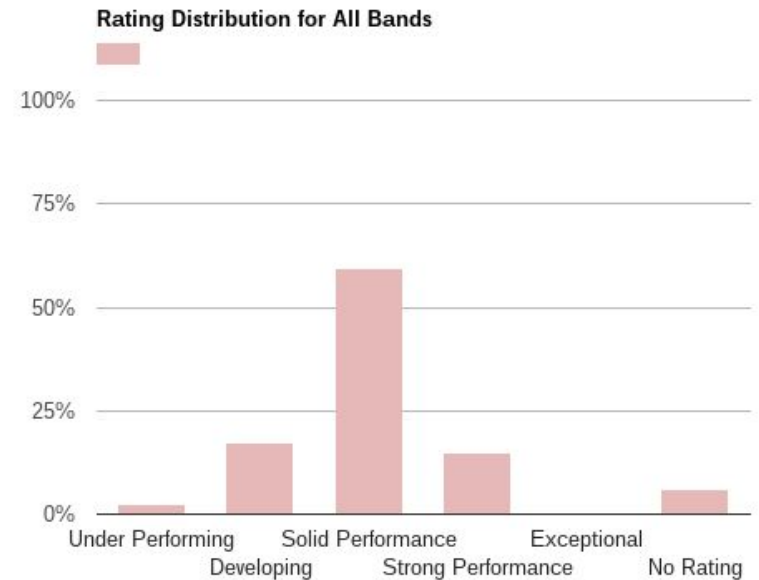
- **Background & Context**
- **Performance management**
- **Talent development**
- **Capability Matrix**
- **Development success stories**

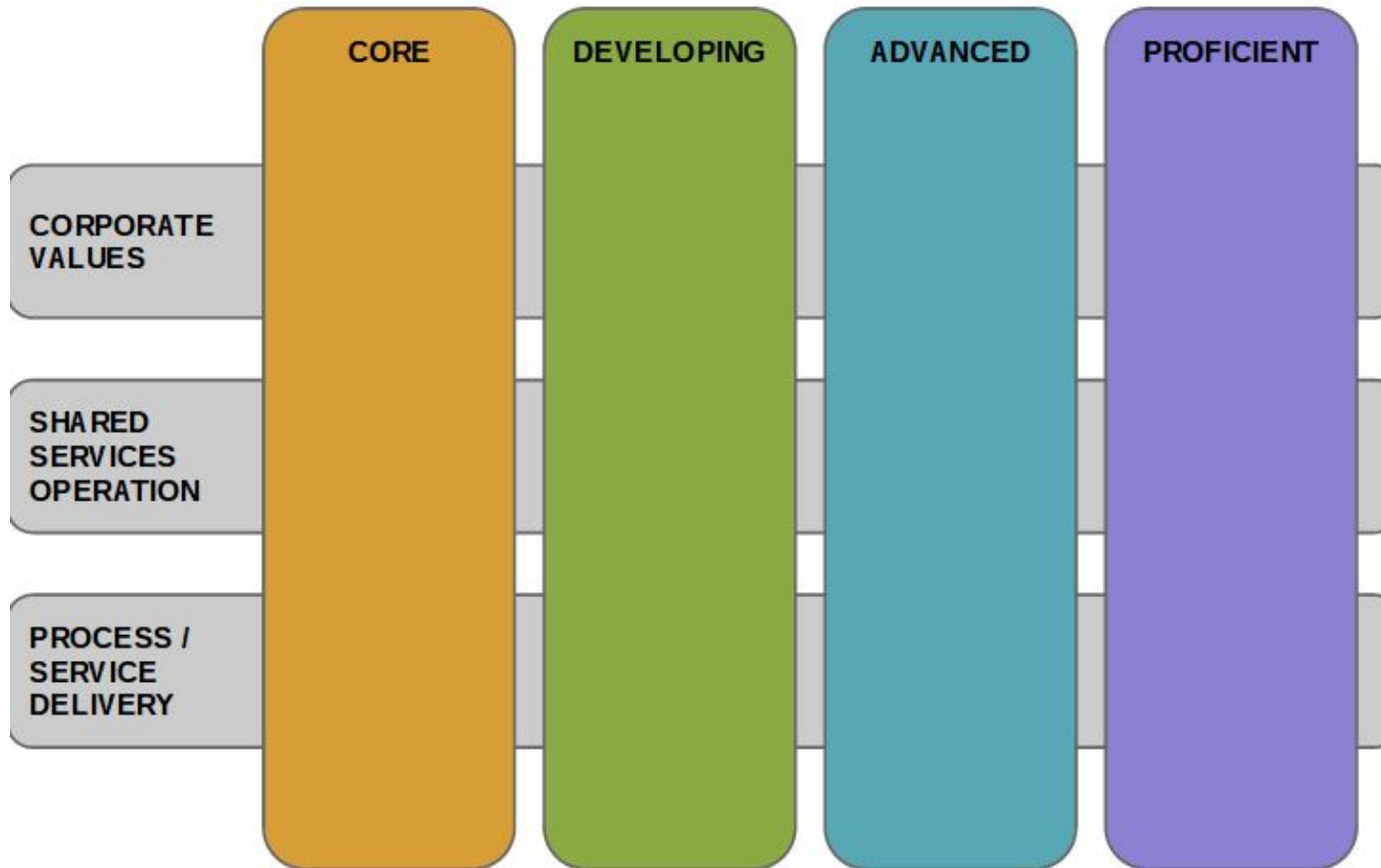


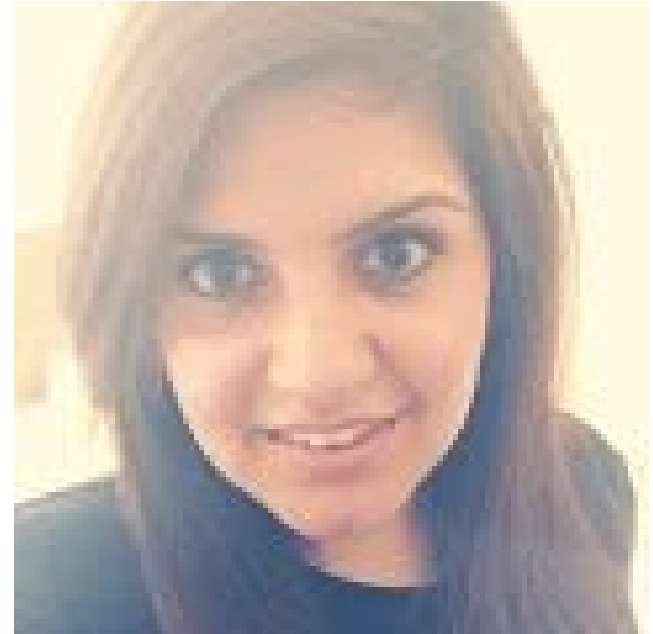




Performance High and consistent Medium and consistent Low and/or inconsistent	7 HIGH PROFESSIONAL Develop & Motivate X X X X	8 HIGH ACHIEVER Stretch & Grow X X X	9 HIGH POTENTIAL Stretch & Grow X
	4 EFFECTIVE PERFORMER Develop & Motivate X X X X X	5 KEY ACHIEVER Develop & Motivate X X X X	6 HIGH GROWTH Stretch & Grow X X X X X
	1 UNDER PERFORMING Performance Manage & Develop	2 UNDER ACHIEVING Performance Manage & Develop X X	3 UNREALIZED POTENTIAL Performance Manage & Develop X X X
	Potential Low Medium High		









Association of
Certified GBS
Professionals

A partnership from

 The Hackett Group

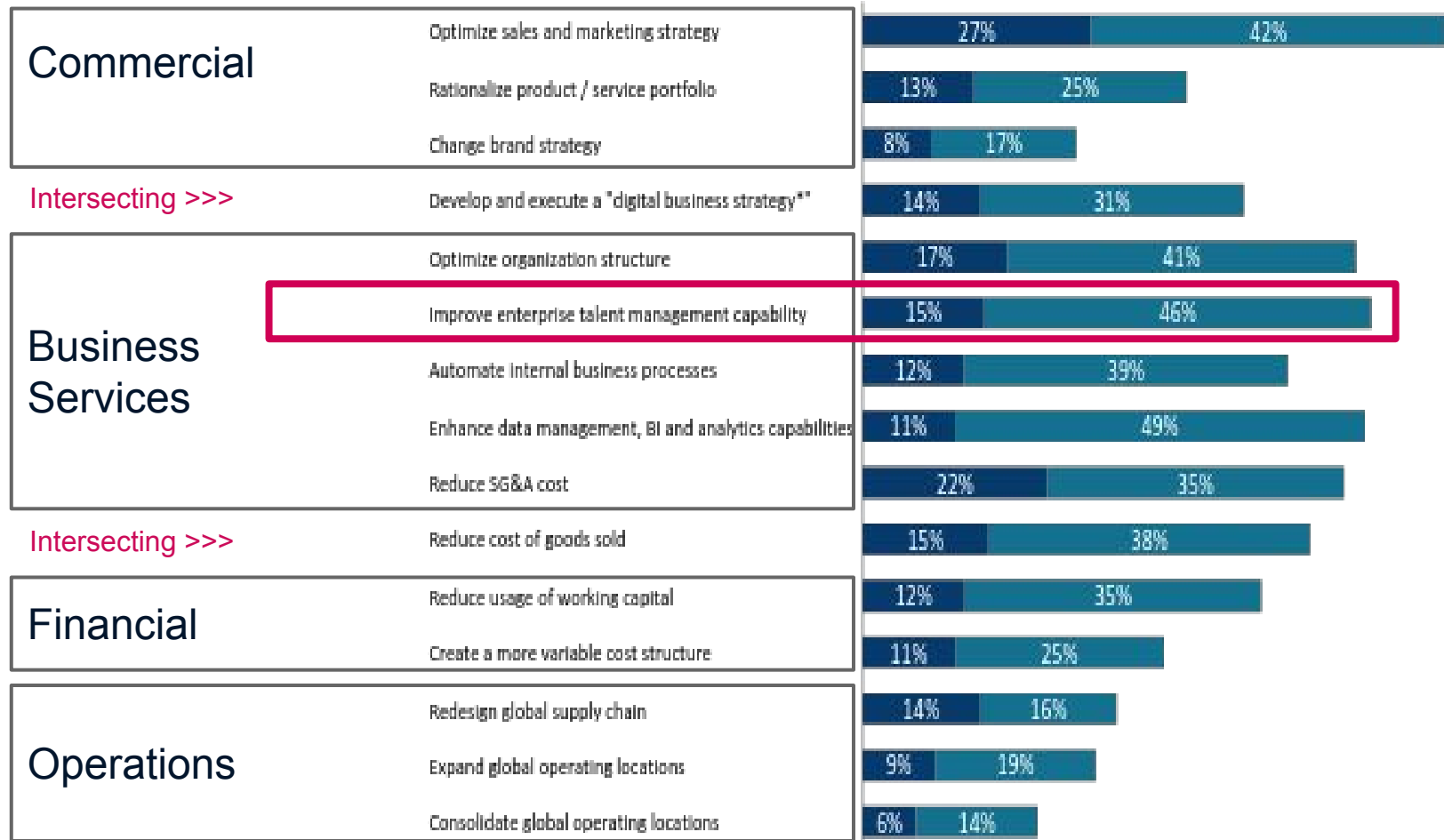
 CIMA

World-Class Global Business Services: The Talent Imperative

Philip King – The Hackett Group
Chris Hogan – CIMA

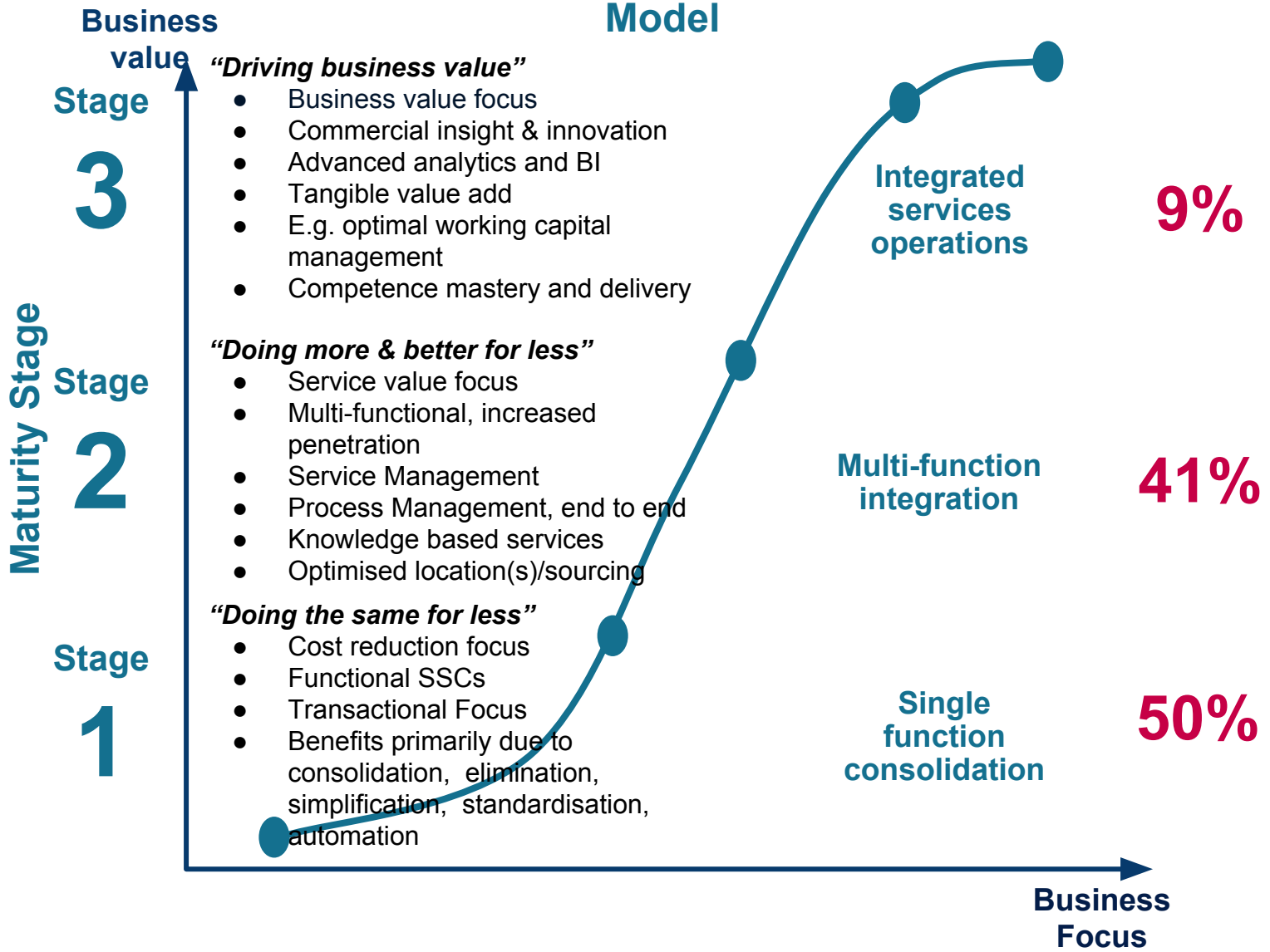
Tactics and initiatives to achieve strategic business objectives

Within Business services talent management is a top priority to support the enterprise strategy



As GBS organisations mature, the demand for highly skilled talent increases

GBS Value Evolution Model



Attracting and retaining qualified personnel leads the list of external factors impacting GBS performance

External risk factors	Ranking
Ability to attract and retain qualified personnel	3.2
Introduction or expansion of cloud-based IT solutions	2.8
Introduction or expansion of 'big data' analytical IT solutions	2.7
Increased data privacy risk	2.7
Introduction or expansion of mobile IT solutions	2.7
Introduction or upgrade of ERP platform	2.6
Offshore wage rate increase	2.3
Exchange rate volatility in BPO/ITO contracts	2.2
Increased political risk	2.0
Increased natural disaster risk	1.9

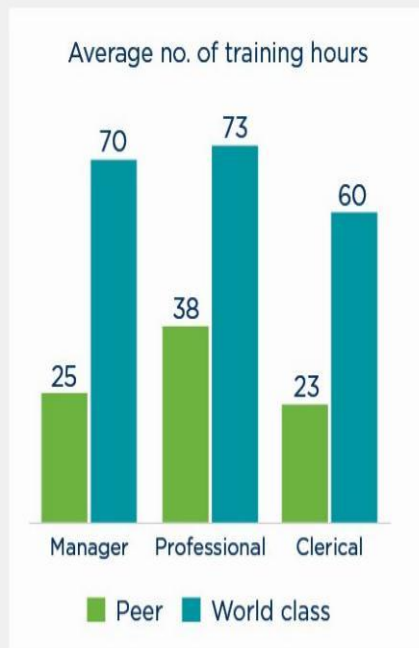
1-No impact 2-Low impact 3-Medium impact 4-High impact

Source: 2015 Hackett Global Business Services Performance Study

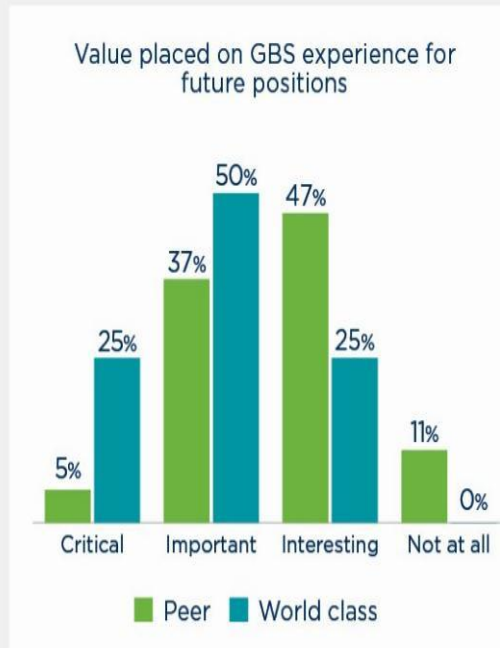
World-class GBS organisations place a major emphasis on training and education

World-class organisations place a major emphasis on training and education

World-class GBS centres invest significantly more in training their workforce than peer organisations



World-class GBS organisations place higher value on GBS experience than peer organisations



Note: world class is defined as in the top quartile in both efficiency and effectiveness measures.

Source: The Hackett Group GBS Performance Study

5x more world-class GBS consider GBS experience critical for future positions

The challenge

Currently there are very limited choices of externally recognised GBS training programmes

- Other training solutions do not cover the full breadth and depth of capabilities required as global business services grow
- Employers have to select from multiple sources such as expensive conferences or ad-hoc training such as web seminars
- Other GBS training solutions tend to provide general awareness and concepts rather than “how-to” tools and techniques
- There has been no GBS educational certification that is specifically designed for different levels – associate, team lead and management
- Employers have lacked the ability to provide their GBS team members with a professional qualification and associated lifelong learning

Two experts combining their individual strengths to provide a new level of GBS training



The Hackett Group (NASDAQ: HCKT), an IP-based global strategic business advisory consulting firm, is a leader in best practice advisory, benchmarking, and transformation consulting, and assists GBS clients in all aspects of their transformation.

The Hackett Group's insights are fact based, from over 11,000 benchmarks with 4,500 major corporations and government agencies, including 93% of the Dow Jones Industrials, 83% of the Fortune 100, 87% of the DAX 30 and 48% of the FTSE 100.

CIMA is the world's largest professional body of management accountants. We offer the most relevant finance qualification for business.

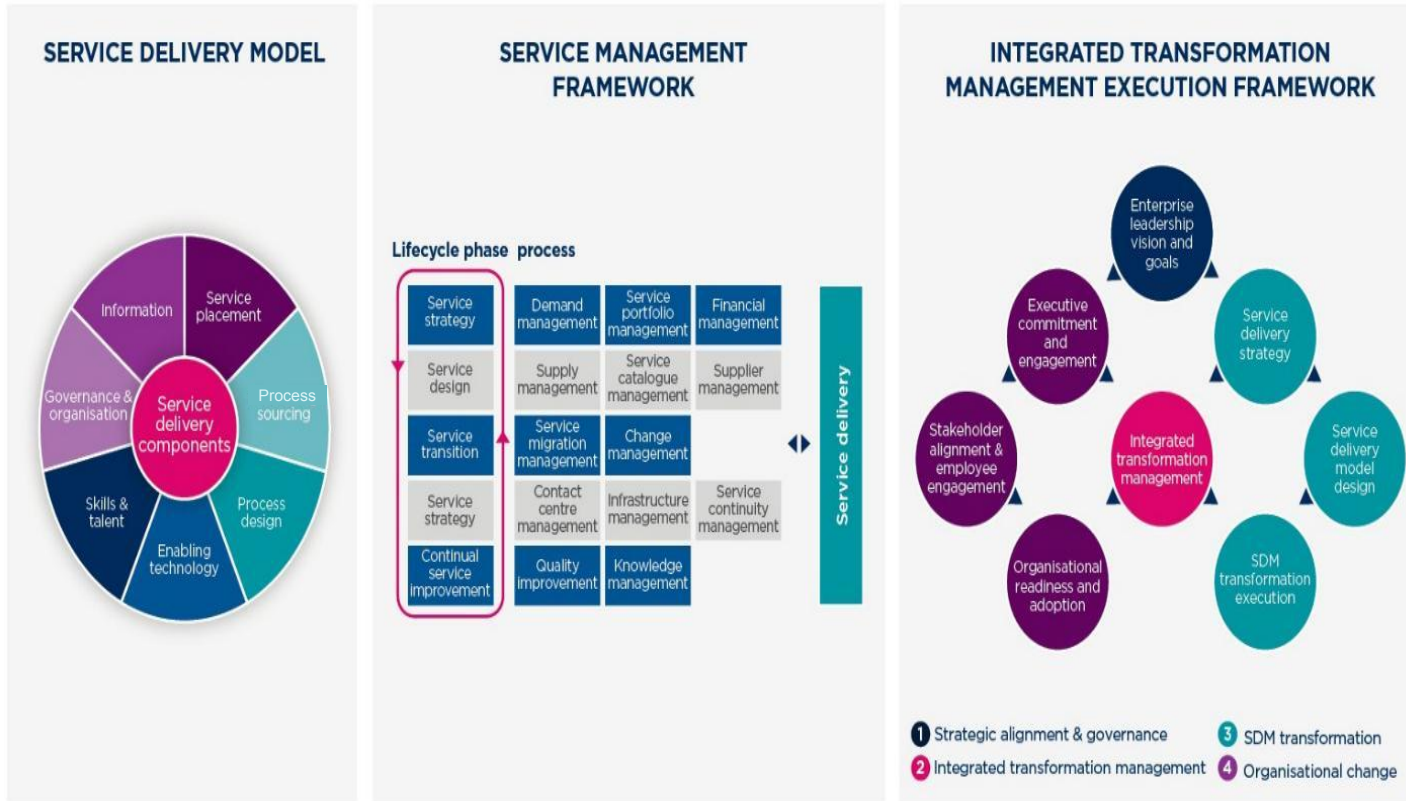
Since inception in 1919 CIMA has grown to span 179 countries with a global population of over 228,000. CIMA focuses on the needs of business to drive excellence and innovation in finance and organisations. In 2012 CIMA's joint venture with the AICPA created the global CGMA designation.

The GBS programme provides lifelong professional development



Learning outcomes are custom built for the three “gateway” GBS roles

Competencies are developed around three foundational GBS frameworks



And these are structured across the GBS lifecycle:





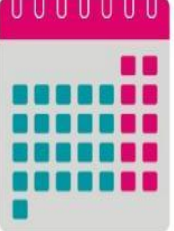



Summary of skills and capabilities training by level

LEVEL	SERVICE DELIVERY	SERVICE MANAGEMENT	TRANSFORMATION MANAGEMENT	
GBS Management Team <i>Available Apr 2016</i>	Strategy, design, and implementation of GBS core delivery capabilities, including: <ul style="list-style-type: none"> • GBS strategy & vision • Process sourcing • Organisation model • GBS location selection 	Strategy, design and implementation of GBS organisation mgmt., including: <ul style="list-style-type: none"> • Demand & supply management • Supplier management • Service operations & continuity • BPO vendor management • Service pricing 	Building the transformation organisation programme to optimise performance: <ul style="list-style-type: none"> • Business case • Change leadership • Transition strategy • Measurement, optimisation & expansion 	
Team Lead/ Manager <i>Available Jul 2016</i>	Work team process management excellence focusing on: <ul style="list-style-type: none"> • Process design & technology • Skills & talent • Information 	Work team operational excellence focusing on: <ul style="list-style-type: none"> • Performance & talent management • Continuous improvement • Customer service excellence 	End-to-end process transition excellence focusing on: <ul style="list-style-type: none"> • Change management • Transition planning & techniques • Go-live & transition issue management 	
Functional management specialisation topics, including:	Finance centres of excellence <ul style="list-style-type: none"> • Process management excellence: purchase to pay, account to report, order to cash 	HR contact centres <ul style="list-style-type: none"> • Process management excellence: total rewards admin, employee data management, staffing services 	IT frameworks – ITIL/COBIT process management excellence: <ul style="list-style-type: none"> • Help/service desk, database/email admin, application development 	Procurement ROI analysis process management excellence: <ul style="list-style-type: none"> • Supply data management, requisition & PO processing, supplier management, compliance management
Associate <i>Available now</i>	Understanding of GBS models, trends and core delivery processes: <ul style="list-style-type: none"> • Process mapping and procedure development • Process excellence: finance, HR, IT and procurement key metrics, best practices, process automation 	The Associate's contribution to end-to-end process transition excellence focusing on: <ul style="list-style-type: none"> • Clear understanding of the end-to-end process inputs and outputs • Process migration techniques • Continuous improvement through deployment of Lean, Six Sigma, and process improvement methodologies 	The Associate's contribution to operational excellence focusing on: <ul style="list-style-type: none"> • SLA's and KPI's • Customer service language and techniques • Competency and career development in GBS 	

Certified GBS Professionals – Knowledge Centre
 Online access to: decision frameworks, case studies, GBS performance data, webcasts, and GBS research

Certificate in GBS: the learning experience

The Associate-level programme is available now and consists of two parts: initial certification and lifelong learning. It is designed for maximum flexibility in terms of learning style and pace whilst maintaining the assessment rigour of a best practice qualification.

 <p>The Hackett Group GLOBAL BUSINESS SERVICES QUALIFICATION Author: Susan Delaney-Hilly © 2014</p>	 <p>Icon of a laptop and a tablet.</p>	 <p>Icon of a calendar.</p>	 <p>Icon of an hourglass.</p>	 <p>Icon of a globe.</p>	 <p>Icon of a certificate with a ribbon.</p>
Course text books.	Flexible online learning. 24/7 availability. Access anywhere.	Self-guided pace. Fits around business cycles and projects.	Up to 100 hours study time. Allow three months.	Computer-based objective test exams at over 5,500 worldwide centres.	Individual certificates issued after completion.

Coming soon - Knowledge Centre providing online access to case studies, decision frameworks, GBS performance data, webcasts and GBS research

Certificate in GBS – e-Learning tool

CIMA

Chartered Institute of
Management Accountants

The Hackett Group

Global Business Services qualification



Governance and control

Learning objectives

Welcome to this lesson on the governance and control of shared services.

All the lessons in this course have been designed to be used alongside your textbook. They provide a high level overview of the content you will find there, as well as exploring tricky topics in more detail.

On completion of this lesson, you should be able to:

- name the drivers that determine how a shared service should be organised
- describe different governance structures and business models
- discuss the costing and pricing models used to account for shared services
- outline the governance issues arising from introducing change
- explain the governance techniques needed to manage staff.




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Certificate in GBS – e-Learning tool



Chartered Institute of
Management Accountants



The Hackett Group

Global Business Services qualification 

Costing and pricing models

Question

Joe works in a shared HR service. He divides the cost of its telecommunications proportionally amongst the different departments that the HR team serves, according to the number of staff in each business unit.

What method of allocating costs does Joe employ?

Select your answer from the options below.

- a) Activity based costing
- b) Actual costing
- c) Standard costing

Check Answer **Reset**

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Certificate in GBS – e-Learning tool

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Global Business Services qualification



Data governance

Case study - ProCorp



ProCorp is reviewing its data security. It has ensured it has up to date independent audits of its hardware and software and has installed intrusion detection on its telecommunications systems. **What else could the company do to prevent data being compromised?**

List anything you can think of – your ideas can be as simple as ensuring passwords are up to date, or more complex. The idea is to get thinking about ways to protect data privacy.

Note your answers down and when you are ready click **Check Answer** to compare your thoughts with

Check Answer

Hardware

As well as regularly replacing passwords as mentioned, ProCorp can make sure its data is encrypted. Independent security audits and codes of practice should be used, there should be software intrusion detection systems, use of pre-vetted suppliers, physical destruction of old hardware.

Software

It's a good idea to have a common system across the company to reduce complexity, and to regularly clean out legacy data (e.g. old invoices, etc). New changes should be subject to robust security tests and security protocols. Segregation of duties is also important, to ensure that one person doesn't have the 'key' to all sensitive information.

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CGBS professionals annual membership – Knowledge Centre access

Recent GBS and functional research

Overview presentations of key GBS and world-class concepts and performance metrics

GBS Performance Study Results

In this webcast attendees learn about the findings from our latest annual GBS performance study. Three themes emerged from this year's study:

- Value Generation: Companies increasingly look beyond labor arbitrage to provide value to the enterprise, customer experience management is an emerging new approach
- Operating Model Innovation: Various operating models are emerging that challenge a traditional integrated model
- Center of Excellence utilization: In-detail analysis of company's use of outsourcing, off-shoring for both transactional and value-adding activities shows an increasing use of center of excellence utilization

In addition, this year's study adds analysis of a new function – supply chain management – to the study scope.

APRIL 2015 [Download Document](#) [Replay Recording](#)

Programme pricing by level

Qualification fees at each level – all inclusive (introductory pricing through 2015)

Certificate in GBS	£300
Diploma in GBS	£500
Advanced Diploma in GBS	£2000

Annual membership fees and Knowledge Centre access (available as of Oct 2015)

Certificate in GBS	£100
Diploma in GBS	£150
Advanced Diploma in GBS	£500

- Qualification fees include access to e-learning site and all related test preparation content, e-learning technical support helpline, one exam sitting which must be completed within one year, and access to the Knowledge Centre.
- Annual membership for students who have passed at least one level of examination includes access to the Knowledge Centre and membership of the Certified Global Business Services Professionals Programme.
- Membership in the CGBSP provides continuous learning opportunities into key GBS and functional trends through research and webcasts and the use of designation appropriate for the highest level of qualification testing and certification achieved.
- Levels of certification include: Certificate in GBS (C-GBS), Diploma in GBS (D-GBS) and Advanced Diploma in GBS (AD-GBS). These designations signify to the market that the member is certified as having an in-depth understanding of how to deploy best practices in use within world-class GBS organisations across all four functional areas of finance, HR, IT, and procurement.

Existing clients span **17** countries in **5** continents

Reasons recent customers got involved:

Consistent global language of GBS

Replacing fragmented learning solutions with one holistic approach.

Creating a more flexible workforce better equipped to implement transformations.

Better alignment to talent strategy and people metrics.

Professionalise GBS career pathways

“ It took me three months to study the syllabus and pass the exam; overall I found the text book easy and enjoyable to read. From an exam perspective it was straight forward to schedule the exam at a time and place that suited me and felt the length of the exam was just right for the number of questions.

Overall I have thoroughly enjoyed the whole experience and would encourage other companies to offer this development opportunity for their employees. I would give it a big thumbs up for the Shared Services Industry and look forward for the launch of subsequent levels of qualifications. ”

Carolyn Bywater ACMA, CGMA
Back Office Manager - Shared Services
Business Support Group
Yorkshire Water Services (Kelda Group)

“ We’ve been looking for a structured training programme to provide consistency across our own functional teams, to provide support around career development and ensure knowledge is shared, understood & kept up to date. CIMA’s GBS qualification has delivered this to us and will help realise the value a business service centre creates, to help Sodexo to deliver excellence in customer service across the areas we support. ”

Lee Brittain,
Director of Business Shared Services,
Sodexo UK & Ireland

- **Close & wrap up**
- **Governance**
- **Future events**
 - **Benchmarking**
 - **??**
- **Christmas event?**

Career History:

Date:	Role:
Mar 14 – present	Tarmac Director, Shared Services
Sep 07 – Feb 14	National Grid Financial Controller & Head of Finance roles, UK Transmission, UK Gas Distribution, Grain LNG & National Grid Wireless
Mar 02 – Apr 04	GridCom (subsidiary of National Grid) Assistant Financial Controller
Jul 00 – Mar 02	PricewaterhouseCoopers Executive, Corporate Finance (TMT)
Jan 99 – Jul 00	PricewaterhouseCoopers Audit Manager, Assurance (TMT)
Jan 95 – Dec 98	BDO Spencer Steward Audit Manager, Cape Town

@ Tarmac:

Responsibilities:

Multi-functional Shared Service Centre & Finance Transformation Programme, with 7 direct and 200 indirect reports.

Achievements (incl):


Stabilisation of SSC
Establishment of Finance Transformation Programme
Implementation of HFM


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[The Birmingham and Midlands Shared Services Forum](#)