

# Understand Your Cost Structure and the Path to Improvement

## Human Resources Services Diagnostic

Human resources (HR) practitioners are under pressure to continually ask themselves the question, “What is the fastest and best way that my services can provide tangible and sustainable value?”

Line executives and employees are demanding better ongoing and pragmatic support. Traditionally, HR executives have not had access to real data and operational expertise to begin answering this question, unless they were willing to invest in a long and expensive consulting engagement. EquaTerra offers the HR Services Diagnostic – a service designed to be completed within two to four weeks that helps HR practitioners determine how their service organization is performing with respect to its peers, shared services organizations and outsourcing service providers. Our service turns analysis into an actionable plan for improvement.

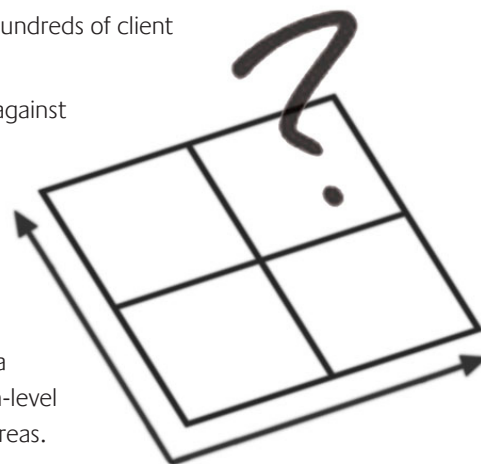
### HR Diagnostic Overview

EquaTerra’s HR Services Diagnostic services help you evaluate the performance of your HR service delivery organization to that of your industry peers. Whether you have outsourced, have built an HR shared services organization, have migrated HR to global service locations or are just getting started on one of these paths, our HR Services Diagnostic gives you access to robust market data obtained from the hundreds of client engagements we are involved in every year.

EquaTerra has a comprehensive database of HR metrics to benchmark against your data, which contains data derived from over 100 comprehensive HR service delivery projects, including shared services, outsourced and hybrid delivery models. Our database is built on the comprehensive set of HR processes in over 60 countries and not single silo or highly repetitive process transactions. We are able to offer more than 150,000 data points that can assist in determining the best future services model for your organization. Our service provides a diagnostic approach so that you not only have the data, but also a high-level action plan that helps you understand the high-impact improvement areas.

### Specific benefits of the HR Services Diagnostic include:

1. Access to unique peer data that can be segmented to compare HR processes whether managed internally (including shared services) or via outsourcing
2. Access to advisor perspectives on trends in HR shared services, outsourcing and hybrid delivery models
3. Review of operational governance regardless of the model, including application of automation to improve governance effectiveness
4. Quantitative and qualitative analysis of single or multiple HR processes
5. Future roadmap for improvement opportunities



## Questions Answered by the HR Diagnostic

The HR Services Diagnostic will determine the gaps between your current and desired state of HR services. The service will help you learn how to address these gaps and identify opportunities to improve your HR services organization.

### Shared Services, Outsourcing or a Hybrid?

1. What's the most appropriate delivery model for our company to deliver HR services?
2. Is our HR shared services organization achieving commercially viable value? How do we know if our HR outsourcing agreement is structured competitively?
3. How are our corporate objectives changing--and have HR services changed accordingly? Do they need to? Do we need to re-evaluate our HR service delivery model?
4. What is the high-level business case for change?

### Internal Alignment

1. How are HR services contributing to meeting business requirements? Does our service delivery model meet these requirements?
2. How do we identify and test the HR skills and experience necessary to achieve the value of our shared services or outsourcing relationship? What skills are needed?

### Governance

1. How do we structure our governance people, processes and tools, and how much should we be spending?
2. Should we develop a separate governance organization for HR? Should we manage our HR service delivery individually or as a portfolio, combined with other business functions? How do we rationalize and understand the value of the different approaches?
3. Are the correct tools in place to effectively manage the relationship and deliver the contracted results?

Our expert advisors and HR professionals are unbiased toward any specific delivery model, be it shared services, outsourcing or a hybrid approach. Through our HR Diagnostic, we help you determine the actions best suited to your organization – maximizing your HR service and return on investment.

Your job is to consistently make the best HR decisions. Our job is to provide you with the knowledge and insight you need to do so.

For more information on our Human Resources Diagnostic or to contact an HR expert, please see our Website at: <http://www.equaterra.com/fw/main/Diagnostic-and-Benchmark-48.html>

### Broad HR Expertise and Data

EquaTerra's ability to conduct meaningful client diagnostics is a result of its deep delivery expertise and robust database, which contains data from more than 1,500 process transformation projects, nearly 60 market assessments conducted in the past year, and independent market research. More specifically, the EquaTerra database provides detailed HR market data in areas including:

- HR Process costs
- HR service provider pricing
- Internal Cost-to-achieve
- Outsourcing Cost-to-Achieve
- Future state costs
- Transition/transformation expense
- Operational Governance
- Operational Governance tools
- HR technology

We leverage this data to provide you direction on how your cost structure stacks up against the market and what you need to do to make any necessary improvements.

### Contact Us

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### About EquaTerra

EquaTerra sourcing advisors help clients achieve sustainable value in their IT and business processes. Our advisors average more than 20 years of industry experience and have supported over 2000 transformation and outsourcing projects across more than 60 countries. Supporting clients throughout the Americas, Europe, and Asia Pacific, we have deep functional knowledge in Finance and Accounting, HR, IT, Procurement and other critical business processes. EquaTerra helps clients achieve significant cost savings and process improvement with internal transformation, shared services and outsourcing solutions.