

## HR OUTSOURCING

# MORE THAN WAGE ADMINISTRATION ONLY

*The HR department is a complex department, bound by many regulations. That's why more and more companies are outsourcing many tasks to specialized players. In recent years, there were a few notable evolutions within the world of HR outsourcing.*

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## CxO EXPERT GROUP HUMAN RESOURCES



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## Thema - artikel

## HR-OUTSOURCING



CxO Redactie

Personnel administration is something complex. That is why more and more companies outsource their administration. Initially, only the wage calculations were outsourced, but nowadays more and more tasks are handed over to specialized offices. "In Belgium, where the social secretariats practically have a kind of monopoly, they are offering a wide scope of services, apart from wage administration," says Bruno Vanneste, director people & change advisory at KPMG Belgium. "One of the services they offer, is sending people to their clients to perform HR administrative tasks on a regularly basis (e.g. three days per month), not only for the replacement of sick colleagues. Some social secretariats are even offering recruitment services."

#### DOWNFALL OF SHARED SERVICES

If we look abroad, the 'old' large shared services offices are on the decline. In the last decades of the previous century, these offices could grow thanks to large and international companies, which were looking to reduce costs and increase efficiency. But these large offices have some disadvantages. "A big issue is proximity & local knowledge," says Bruno. "Some countries, like the USA, have fairly simple regulations, which don't require complex administrations. Other countries (in fact, most European countries), have very complex systems in terms of payroll, social law and unions. These big shared offices are able to help, but they offer only one solution for all their clients." That's why new players are growing, they might even be big international players, but they have local offices and/or experts who know the needs and regulations of each of their clients. These so-called hybrid offices combine the advantages of a shared systems office and able to offer a flexible and made to measure service to



Bruno Vanneste, director people &amp; change advisory at KPMG Belgium

their clients, without losing track of the regional regulations. "That does not mean that they have all the expertise in-house, if necessary they might work with smaller, local subcontractors."

#### HR AUTOMATION

Like everything else in today's world, automation and digitization are becoming more important in HR. For more and more firms, outsourcing of services is linked with – and sometimes even means – automatization. The latest applications can perform more and better services than the old shared services offices, it is a hybrid setting of BPO and Saas. It also allows employers to extract data for analytical pur-

poses, not only 'standard' data like how much wages cost every month. This might help to increase the performance and impact of the HR department.

#### EMPLOYEE EXPERIENCE

A last evolution is employee experience. In older systems, the workforce was just a part of the company, they got paid and that's it. Nowadays, not only the enterprises are client, but also their labor force. This helps companies to create more employee satisfaction, which in the long term is positive in many ways for both the company and its employees. And in the future, robotics and artificial intelligence will also impact HR.

#### EXECUTIVE SUMMARY

Human Resources is a complex department, bound by many regulations. These days, most companies are not capable of handling it themselves. That's why the sector of outsourcing is booming. There are a few notable evolutions, of which digitization and automation is one. [content@cxonet.be](mailto:content@cxonet.be)

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