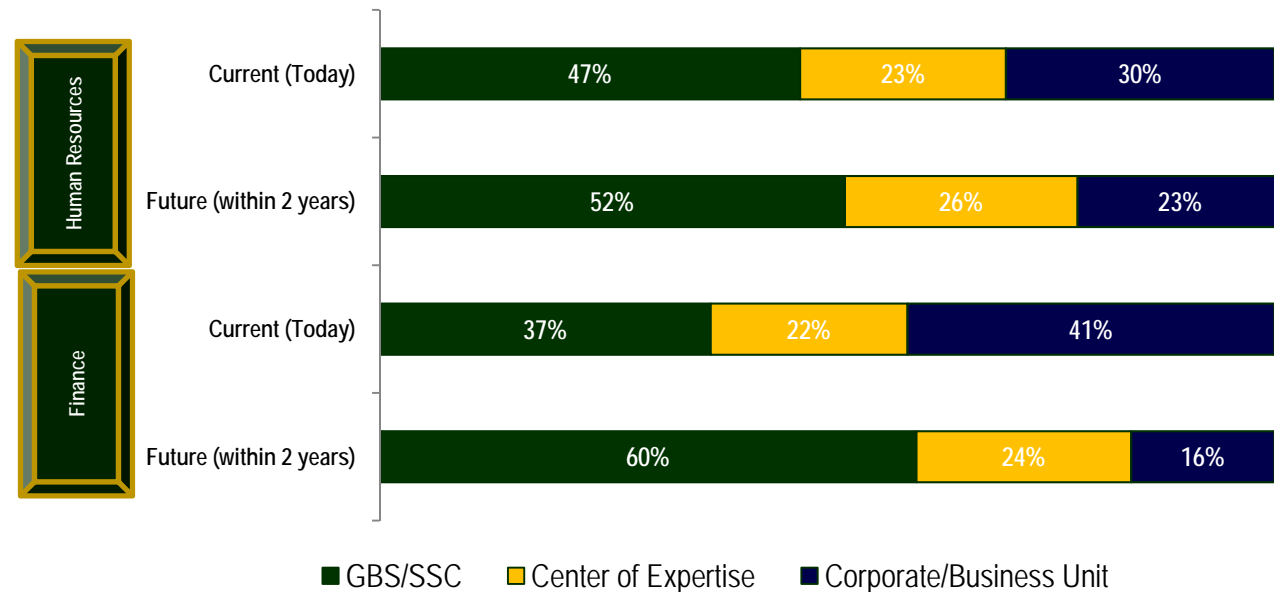


# Metric Of The Month: Payroll is Moving to Shared Services, Are You Ready?

*It looks like Payroll Organizations may finally be finding a real home in Shared Services. In the past, the corporate alignment of payroll has fluctuated between Human Resources and Finance. Then Sarbanes-Oxley pushed the pendulum toward Finance. Now it looks as though the push to standardize and globalize is moving the pendulum to Shared Services. Our 2010 Global Business Services Study shows payroll moving to Shared Services regardless of the corporate alignment.*

*For example, 47% of payroll organizations aligned under Human Resources currently operate in a Shared Services environment. Looking ahead, in the next two years, we expect that number to be up to 52%. For those organizations that are aligned under Finance, currently 37% are in a Shared Services environment but that number is expected to increase to 60% over the next two years. As a payroll leader, are you prepared to make the move? If you've already made the move, are you fully leveraging the benefits of the Shared Services environment, or are you still operating in silo?*



Provided By Felicia Cheek, Global Time-to-Pay Advisory Program Practice Leader, The Hackett Group  
 The Hackett Group, a global strategic advisory firm, is a leader in best practice advisory, benchmarking, and transformation consulting services, including shared services, off shoring and outsourcing advice. Utilizing best practices and implementation insights from more than 4,000 benchmarking engagements, executives use Hackett's empirically based approach to quickly define and prioritize initiatives to enable world-class performance.

