

HUMAN RESOURCES | COURSE BROCHURE

HR Service Delivery and HR Shared Services

5 days | Classroom training | English

SMART HORIZON

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The Netherlands

Explore current programmes

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Course content

Why attend

Modern HR functions deliver services through combinations of self-service, shared services centres, centres of expertise and HR business partners. This course covers HR operating models, designing and running HR shared services, service catalogues and SLAs, case management, HR technology and automation, and continuous improvement.

Inefficient HR administration frustrates employees and takes time away from strategic work. This course helps you design efficient, employee-centred HR service delivery.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course uses operating model case studies, process mapping, service design workshops and KPI exercises.

Course objectives

By the end of this course, participants will be able to:
• Explain HR operating models and service delivery options
• Design HR shared services and tiered support
• Develop service catalogues and service-level agreements
• Map and improve HR processes
• Use HR technology, self-service and automation
• Measure service quality and employee experience

Target audience

This course is suitable for:
• HR operations and shared services managers
• HR directors
• HR process and systems specialists
• HR transformation leads
• HR team leaders



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Target competencies

Participants will develop competencies in:

- HR operating models
- Shared services design
- Service management
- Process improvement
- HR technology
- Service metrics

Course outline

Day 1: HR Operating Models

09:00–09:54	Three-pillar model and alternatives
09:54–10:48	Role of shared services
10:48–11:00	Employee experience focus
11:00–11:30	**Coffee break**
11:30–12:12	Employee experience focus (continued)
12:12–13:06	Operating model assessment
13:06–14:00	Exercise: Current model review

Day 2: Designing HR Shared Services

09:00–09:54	Scope and services
09:54–10:48	Tiered support
10:48–11:00	Location and organisation
11:00–11:30	**Coffee break**
11:30–12:12	Location and organisation (continued)
12:12–13:06	Business case
13:06–14:00	Workshop: Shared services design



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Day 3: Service Management

09:00–09:54	Service catalogues
09:54–10:48	SLAs and KPIs
10:48–11:00	Case management
11:00–11:30	**Coffee break**
11:30–12:12	Case management (continued)
12:12–13:06	Knowledge bases
13:06–14:00	Exercise: Service catalogue

Day 4: Processes and Technology

09:00–09:54	Process mapping and standardisation
09:54–10:48	Self-service portals
10:48–11:00	Automation and chatbots
11:00–11:30	**Coffee break**
11:30–12:12	Automation and chatbots (continued)
12:12–13:06	Data quality
13:06–14:00	Case study: HR automation

Day 5: Performance and Improvement

09:00–09:54	Measuring service quality
09:54–10:48	Employee feedback
10:48–11:00	Continuous improvement
11:00–11:30	**Coffee break**
11:30–12:12	Continuous improvement (continued)
12:12–13:06	Change management
13:06–14:00	Capstone: HR service delivery plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



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sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,650.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Rome Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,450.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
Amsterdam Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,540.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Singapore Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,820.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,450.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.–**
Dubai Confirmed dates	18 Jan 2027	22 Jan 2027	**€3,150.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,650.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,450.–**
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Barcelona Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,840.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.-**
Paris Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,860.-**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.-**
Istanbul Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,650.-**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.-**
Amsterdam Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,540.-**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.-**
Singapore Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,820.-**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,890.–**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.–**
London Confirmed dates	3 May 2027	7 May 2027	**€2,450.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**
Dubai Confirmed dates	17 May 2027	21 May 2027	**€3,150.–**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.–**
Frankfurt Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,650.–**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,450.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Vienna Confirmed dates	28 Jun 2027	2 Jul 2027	**€2,940.-**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**€1,250.-**
Paris Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,860.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Istanbul Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,650.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Amsterdam Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,540.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**



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Dates, venues and fees (continued)

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Singapore Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,820.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Cape Town Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,890.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
London Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,450.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Dubai Confirmed dates	20 Sept 2027	24 Sept 2027	**€3,150.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Frankfurt Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,650.-**



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Dates, venues and fees (continued)

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Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,450.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
Rome Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,450.–**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.–**
Paris Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,860.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Istanbul Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,650.–**
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Dates, venues and fees (continued)

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Singapore Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,820.-**
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Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online