



## **Shared Services: How To Achieve Attrition Rates of Below 10% in Central and Eastern Europe?**

*Tony Roberts-York, CEO of the Poland Service Centre, UBS, joins SSON to discuss Shared Services Attrition and Strategy in Central and Eastern Europe (CEE).*

High attrition rates are a major concern of shared services centres in Central and Eastern Europe. A high attrition rate causes additional costs through providing sufficient training for newly hired employees. Tony Roberts-York, CEO of the Poland Service Centre, UBS, was one of the facilitators of the SSON CEE 2011 event and recently joined the Shared Services and Outsourcing Network (SSON) to discuss this emerging topic in more detail in an interview, looking in particular at how attrition rates of below 10% can be achieved.

Mr. Roberts-York states "Simply put, having a career progression plan is not enough today. What you need to understand and fully understand is what are the key motivators and drivers of your staff, so year on year your staff will want different things, so you need to have the ability to tap into this needs list and being able to be flexible and adjust to their requirements."

According to Roberts-York, the reason for high attrition rates in Central and Eastern Europe "is generally as a result of over-commitment and under-delivering, and often we find shared services companies would hire and employ highly skilled individuals, multi-talented individuals, and giving them low complexity tasks to perform. This normally leads to frustration and attrition."

When asked about the multifunctional challenges encountered when expanding the scope of shared services remit, Roberts-York comments "The importance again is to ensure that you align [finance and HR's] objectives upfront. Encouraging the right sort of behaviour would again ensure the right result for your organisation."

In the second part of the interview, Tony Roberts-York was asked the process value chain can be scaled up. He argues that "Scaling up the value chain is only possible through an effective relationship and that's built through having a mature operation, so understanding your clients' requirements and effectively applying that into your operation will ensure over time that you do move and enable to deliver further up the value chain."

The interview also looks at balancing customer service and bottom line needs. Every SSC is looking to drive strategic value to the main business and that means focusing on the bottom line but there are steps that need to be taken to balance this trade-off. Tony says that in order "to keep the culture typically will drive the speed at which you as an organisation can grow, and pushing the bottom line typically may force the culture to change at a rate that it's not used to and as result may end up with a negative to your bottom line."

Finally, Tony Roberts-York is sharing some tips about how to implement both strategies without conflict: "I think the important thing is to understand how the culture operates and the speed at which it will need to, and then again complement

that through ensuring that the bottom line is adjusted and the expectation from the bottom line is set to ensure that it does not conflict with the speed."

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*The SSON Eastern Europe Summit will be hosted from 19<sup>th</sup> – 21<sup>st</sup> March in Budapest. For more details, please visit the [SSON Eastern Europe Summit website](#) call +44 (0)207 368 9300 or email: [enquire@igpc.co.uk](mailto:enquire@igpc.co.uk).*