

**12th Annual ISM Services Conference  
December 1, 2011**

**Roundtable Notes**

*HR/Benefits*

**Challenges**

- HR does not involve sourcing in decision-making process, only in sourcing process after decision is made.
- Particularly challenging on the benefits side. They only engage sourcing to fix the issues.
- New sourcing organization, no policy in place. How to get the HR team to view sourcing as a partner.
- Mapping out SOW requirements drag SOW requirements out of your business partners. Must have nice-to-haves, other options.
- ISM can help with leading questions how to get information from others on how they evaluate their suppliers.
- Challenge: When the business partners are not subject matter experts.
- Challenge: Too reliant on consultants use of consultants?
- How often are you going out?
- What is the internal capability?
- When to go to a 3rd party?
- Commodity-driven services. Not using 3rd parties length of agreements for HR suppliers: 3-5.