



HR Shared Services & Outsourcing Week



December 8 - 10, 2025
Phoenix, Arizona



Human-Centered. AI-Powered. Future-Ready.

HR SSOW IS BACK AGAIN!

Hello HRSSO Leaders,

We're back - and we're closing out 2025 with another unforgettable gathering just for you! **Join us December 8 - 10 in sunny Phoenix, Arizona for HR Shared Services & Outsourcing Week.**

Let's be honest: this year has been a lot. Between AI overload (yes, we're still talking about it), tariffs, workforce shifts, and top-down mandates, HRSSO teams are being asked to deliver more - on everything from process efficiency to psychological safety to innovation. It's nonstop. And it's not always clear where to start.

So, let's talk about it - together.

This year's program is built to do more than tick boxes or put speakers on a pedestal. You won't be stuck in a room listening to back-to-back monologues about how perfect someone's RTO policy is. Instead, we've built a space for **real conversation, shared problem-solving, and content that puts you in the center.**

If you've been looking for a community that gets it - this is your invitation. We'll see you in Phoenix. **Come meet your people.**



Kayla DelPizzo

Kayla DelPizzo
Conference Producer
SSON



Heather King
Managing Director
SSON



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Chaitanya Jayanti
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CK Taneja
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Trey Greenwood
Director HR Service
Center
Texas Health
Resources
 **Texas Health
Resources**



Shannon Hildreth
Manager - US Benefits
and HR Processes &
Information
ASML
ASML



Rick Bridger
Director of HR Shared
Services & Operations
BrandSafway
HR SSOW Chairman

Hello HRSS Leaders,

It's an absolute honor to welcome you to the HR Shared Services & Outsourcing Week this December. As your Chairman, I'm excited to be part of this vibrant community that continues to challenge the status quo and push the boundaries of what's possible in HR.

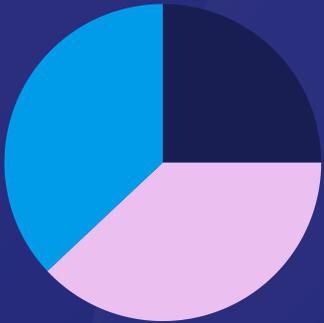
We've come a long way in transforming HR into a function that not only supports the business but helps shape its future. This event is your space to lean into the momentum - hear real stories, swap ideas, and walk away with the kind of insights you can use Monday morning.

I'm especially looking forward to the conversations we'll have around digitization, workforce agility, and of course - what it really means to deliver value in Shared Services today.

Let's make the most of this time together. Dive in, ask questions, connect with your peers, and most importantly - enjoy it.

JOIN THE COMMUNITY

SENIORITY LEVEL



- 38% - Directors
- 37% - Managers
- 25% - VPs & Department Heads

The majority of attendees are decision-makers who control or directly influence the budget

INDUSTRIES

- Financial Services
- Healthcare
- Technology
- Manufacturing
- Retail
- Transportation
- Education
- Aviation
- Hospitality
- And More!

A variety of industries means even more opportunities for benchmarking



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VIEW ATTENDEE LIST

BEHIND THE SCENES AT ASML

Go behind the scenes of one of the world's most innovative technology companies during our exclusive site tour of ASML's HR Shared Services operation in Chandler, Arizona.

Discover how ASML, a global leader in semiconductor technology, is evolving its HR Shared Services strategy to support high-growth operations in a complex, regulated environment. This immersive tour offers a firsthand look at how ASML integrates talent strategy, service delivery, and digital tools to enable agility at scale.

Exclusive ASML Site Tour with **HR SSOW**

- **Only 30 spots available**
- 3:00 PM on December 8th, 2025
- 2625 W Geronimo Pl, Chandler, AZ 85224
- Chandler, Arizona
- Transportation will be provided



[LEARN MORE](#)

Built Just for HR Shared Services

This isn't a generic HR event. It's the only conference laser-focused on the challenges, wins, and realities of HRSS. You'll be in a room full of people who actually get what you do.

Real Content by and for Real Practitioners

No fluff, no filler. Just sharp, curated sessions designed for HRSS pros - packed with use cases, lessons learned, and open conversations (yes, we said conversations, not monologues).

TOP REASONS TO ATTEND

What's Now & What's Next

From AI and automation to RTO, compliance, and workforce design - if it's keeping you up at night, we're talking about it on stage and in breakout rooms.

Live Benchmarking & Candid Discussion

Bring your questions, your metrics, and your skepticism. You'll walk away with honest comparisons, practical ideas, and maybe even a new way of looking at your toughest problem.



EARN SHRM CREDITS

SSON is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP® or SHRM-SCP® recertification activities

Prerequisites: Basic knowledge of business services within any industry.
Advanced Preparation: None
Program Level: Intermediate
Delivery Method: Group Live

HOT TAKE HUSTLE

Real-Time Collaboration for HR Shared Services Leaders!

The Hot Take Hustle is where we turn up the heat and put your perspective to the test. In this high-energy, interactive session, you'll move around the room based on how strongly you agree (or disagree) with a series of bold, provocative statements pulled straight from today's HRSS debates:

"Employee self-service is just a cost-cutting tactic."

"Skills-based orgs are overrated."

"AI should never make hiring decisions."

The "Hot Take Hustle" at HR SSOW in June was an engaging session where HR leaders voted on various topics by moving around the room. The real-time debate that followed allowed us to passionately support our viewpoints [...] It was one of the most memorable and impactful sessions of the event.

AJ Golden, Senior Director, Global Payroll & HR Shared Services, **Edgewell Personal Care**

My favorite part of the Hot Take Hustle is getting to have real conversations with other practitioners about things that are... debatable. It's the best (and funnest!) way to learn, hear different perspectives, and challenge your own thinking."

Mercedes Sullivan, Executive Vice President, People, Culture & Communications, **McKinley Companies**

Why it's a crowd favorite:

- ✓ You won't just sit - you'll move.
- ✓ You won't just listen - you'll challenge.
- ✓ You won't just nod - you'll debate.

Expect laughter, a little discomfort, and a whole lot of real talk. Whether you're ready to defend your hill or just want to hear what others think, the Hot Take Hustle is your chance to join the most unfiltered session of the week.

YOUR HR SSOW AGENDA

Pre-Conference Workshop Day - Monday, December 8th, 2025

8:00 am Registration & Networking Breakfast

9:00 am **Rethinking HR Optimization in the Age of AI** | Hosted by ScottMadden



10:30 am Morning Break

11:00 am **Designing for the Future: Org Models, Workflows & Change Readiness**
Chaitanya Jayanti, Manager of Information Services, **Northwestern Medicine**

12:30 pm Networking Lunch

1:30 pm **Real Use Cases: What (If Anything) is Agentic AI Doing in HRSS Right Now?**
CK Taneja, AI Strategist for HR Shared Services, **Northern Trust**

3:00 pm ASML Site Tour

5:30 pm Onsite Drinks On Us!

Main Day One - Tuesday, December 9th, 2025

8:00 am Registration & Networking Breakfast

8:50 am SSON Opening Remarks

9:00 am **Skills-Based Reality Check: What Works, What Doesn't, and What's Worth Doing Anyways**
Diego Rodriguez Richmond, Head of HRSS, **Huntsman**
Harini Chellappa Senior Director, People Operations & Digital Solutions, **Okta**
Rehanne Allen, Senior Director of HR Technology & Operations, **Epiq**

9:45 am **No Budget, No Problem - Practical Fixes to Supercharge Your Self-Service**
Ashley Diggs, Manager, Employee Experience Center, **Premier Health**

10:30 am Networking Break

11:00 am **Panel: What 'Good' Looks Like: Real-World Process Wins from HRSS Leaders**
Trey Greenwood, Director HR Service Center, **Texas Health**
Lyndsey Taylor, Global Head of HR Transformation, Talent Attraction & Global Mobility, **Brooks Automation**

11:45 am **The New "Fluency Performance" Playbook: How Fortinet is Empowering Teams to Support Each Other and Clients Across the Americas**
Hosted by IMMERSE 

12:30 pm Lunch

YOUR HR SSOW AGENDA

1:15 pm & 2:15 pm **Interactive Discussion Groups (IDGs)** | *Join the discussion! Choose two* ↓

IDG 1

What Blind Spots Are Lurking in Our Service Model?

Rick Bridger, Director HR Shared Services & Operations, **BrandSafway**

IDG 2

What Does HRSS Really Own in the Employee Experience?

IDG 3

Why Aren't We Actually Saving Time with All This Automation?

Trey Greenwood, Director HR Service Center, **Texas Health**

IDG 4

Are We Spending More Time Explaining Our Value Than Delivering It?

Shane Gerhardt, VP, Global HR Operations, Payroll, and Transformation, **RealPage, Inc.**

2:55 pm **Mini HR Hot Take Hustle Intro**

3:15 pm Networking Break

3:45 pm **End-to-End Lifecycle Automation: From Job Description to Retention**

4:30 pm **Debate: Where Should HR Shared Services Sit in the Organization?**

Charnay Mothershed, People Services Lead, **ASML**

Chaitanya Jayanti, Manager of Information Services for HR Tech, **Northwestern Medicine**

5:15 pm Drinks Reception

Main Day Two - Wednesday, December 10th, 2025

8:00 am Registration & Networking Breakfast

9:00 am Opening Remarks

9:10 am **Invisible Risks, Visible Consequences: Governance for People-Centered AI**

9:55 pm **Out of the Portal and Into Their Hands: Reaching the Deskless Workforce**

Stacy Hodge, Head of North America HR OPs, Shared Services & Payroll, **HelloFresh**

10:40 am Morning Break

11:00 am **Bringing HR Back Home: Shifting from BPO to Captive**

Eric Harding, Vice President of HR Operations, **Republic Services**

11:45 am **Learning That Sticks: Making Skills-Based Development Real**

Dr. Elizabeth Carter, Project Manager- Human Resources, **Wabtec Corporation**

12:30 pm Lunch

1:30 pm **Ask Me Anything: Candid Insights from Tenured HRSS Execs**

Tiffany Clark, VP, Global Head of People Solutions & Wellbeing, **S&P Global**

Jennifer Swenson, Director, HR Shared Services Center, **First Citizens**

2:10 pm **HR Hot Take Hustle**

2:40 pm End of Conference

WHERE COMFORT MEETS CONVENIENCE

Kimpton Hotel

Palomar Phoenix

2 E Jefferson St
Phoenix, AZ 85004

Eat & Sip Like a Local

Phoenix's food scene is on fire. Whether you're craving upscale Mexican at Chilte, award-winning cocktails at Rough Rider, or late-night bites at Bacanora, there's no shortage of spots to toast a great day of learning.

Weekend Worth Extending

Staying through the weekend? Hike Camelback at sunrise, explore the Desert Botanical Garden, or treat yourself to a desert spa day. Phoenix is built for decompression after a jam-packed week.



Discounted Booking Rates are Here!

Experience bold urban luxury at the Kimpton Hotel Palomar Phoenix, where sleek design meets walkable access to downtown's hottest dining, arts, and nightlife - just steps from the buzz of Roosevelt Row and CityScape

Book your room now.

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Tom Christmann

Director, Strategic Partnerships

thomas.christmann@ssonetwork.com



What is SSON Research & Analytics

SSON R&A is SSON's global data center, now in its 7th year of operation. Thousands of practitioners and consultants recognize SSON R&A as their premier resource for shared services related metrics, benchmarks, trends, market analytics and advisory services. With a user-friendly interface, easily downloadable benchmarks and topic-based charts, SSON R&A adds valuable ammunition to your inhouse or client presentations, strengthening your business case and your credibility. SSON regularly canvases its membership for updated metrics and analytics, allowing us to highlight even minor shifts. SSON R&A distinguishes itself from other associations by offering subscribers direct access to relevant metric data at a highly competitive cost.

“The C-suite expects to see market metrics to evaluate shared services’ performance. I have explored various opportunities available in the market. SSON Research & Analytics offers reliable benchmark data, at a highly competitive cost. Given access to this data, by region or industry, I can draw my own conclusions. I don’t need to source expensive third-party analysts, as we can interpret the data ourselves.”
 Edoardo Peniche, Vice President, Global Business Services - Aptiv



City Cube

Compare 3000+ shared services locations around the world, across 20+ variables such as: cost of labor, talent availability, number of shared services centers, average salaries, and much more.



Intelligent Automation Universe

A one-stop platform for all things RPA, cognitive and AI related that allows users to learn about dozens of IA software vendors, compare their product capabilities, understand the differentiators, and see their customer footprint.



Shared Services Atlas

Locate and evaluate shared services hotspots at country, state, or city level from our global database of 10,000+ global delivery centers. Filter by industry, function, and organization size.



Research Insight Reports

Our monthly RIR's are guided by industry insiders with at least 10 years' experience, and are underpinned by real-time market data to address not just the trends, but the solutions you need to implement.



Advisory Service

As a Premium subscriber you can access our industry experts for 1:1 guidance and actionable steps to propel your GBS journey. We also offer bespoke research services to support your projects with analytics, experience and knowledge.



Visual Analytics Workbooks

Curated charts under core topic headings that summarize the biggest trends and shifts across SSO/GBS.



Metric Benchmarker

Benchmark your SSO across 130+ different metrics, choosing either a conglomerate of industry/country benchmarks; or the Top 20 Most Admired SSOs' benchmarks in the Metrics Intelligence Hub.

For more information on how to become a subscriber to SSON Research & Analytics and gain access to hundreds of metrics, benchmarks, city-based talent, a list of delivery centers globally, and monthly research-based reports, please contact:



Josh Matthews at
Josh.matthews@sson-analytics.com

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Speakers & Program



Kayla DelPizzo
 Conference Producer
kayla.delpizzo@ssonetwork.com

Audience Development



Amanda Gustafson
 Director of Audience Development
amanda.gustafson@ssonetwork.com

Marketing



Ted Michael Gregory
 Events Marketing Director
ted.gregory@iqpc.com

Customer Service



+1-(800)-882 8684
IQPCNYCustomerService@iqpc.com

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