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Shared Services: Assessing your Readiness | 06.15.2016

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Please find a list below of additional resources for the June 15, 2016, *Shared Services: Assessing your Readiness* webcast. These resources are workbooks with templates and guide to support your data collection as part of your activity and transactional analysis. If you wish to print only certain resources, you may click their respective links to jump directly to them in the packet.

Post-Webcast Resources

1. **Functional Responsibility Survey** – Click on this link to download: http://www.academicimpressions.com/preconference/Functional-Responsibility-Survey-Sample.xlsx
   This workbook includes an overview and detailed instructions to complete a department-wide functional responsibility survey. There are also templates you can use to enter the data for each employee. On the overview and instructions tab, the worksheet gives you the rationale and language you could use internally. Under the process definitions tab you will receive definitions of common processes in a variety of departments including procurement, research administration and IT.

2. **Stakeholder Analysis Tool** – Click on this link to download: http://www.academicimpressions.com/preconference/Stakeholder-Analysis-Tool.xls
   This workbook includes an introduction to stakeholder analysis tab that provides a synopsis of various criteria to consider. The worksheets are templates to help you organize your information so you may define agencies, measure their degree of impact, and criticality to success. This tool can help you organize your information so you might anticipate their level of commitment thus develop involvement strategies to engage specific stakeholders.

3. **"Key Questions" Document Format** – *Page 2* – The "Key Questions" slide is re-formatted into a Word document so you can adapt for your own use.

4. **Business Case Decisions Rubric** – *Page 3* – This criteria was presented in the webcast within a graphic. This same information is converted to a Word document so you can easily adapt it. This might be useful for your starting conversations around business case decisions.

5. **Handouts** – *Pages 4-10* – These are the PDFs of the slides that might need to be printed for a closer read. They include:
   Slide 25 - Defining factors of the business case
   Slide 37 - Identifying opportunities and defining scope
   Slide 38 – Guiding Principles and Examples
   Slide 39 – Determining appropriate governance
   Slide 43 – Change management overview
   Slide 44 – Change management communications and approach
   Slide 47 – Stakeholder impact assessment

Shared Services Readiness Assessment

These guiding questions should be addressed before you embark on your shared services journey:

Key Questions

1. What approach will best meet the unique needs of our university?
2. What processes can be supported with current technology and systems? What processes are dependent on new technology?
3. When do financial benefits need to be achieved? How can benefits be maximized while also controlling risks?
4. How can we effectively maintain service quality during the transitions?
5. How can we quickly address known issues in service quality, risk, and compliance?
6. What support is required for units to adjust to ongoing budget constraints?
7. What is the university's readiness for change? Are some units more ready than others? Are some functions more ready than others?
8. What have we learned from past implementations that we can apply to ours?

Free resource for internal use within your organization provided by Academic Impressions

Business Case Decisions Impacting Expected Achievement

Use these guiding questions to help you define your business case. Decide if your approach is conservative, moderate or aggressive.

Questions	Conservative	Moderate	Aggressive
How many processes are moved to shared services?	- Limited number of processes - No mandate for use of Shared Services	- Most in-scope processes - Mandate for some to use Shared Services	- All in-scope processes Mandate for use of Shared Services
How much automation and Self Service?	- Minimal/No-Use - Minimal application rationalization	- Some use of automation and self service	- All applicable processes are automated Rationalization of all applications
On-Campus or Off-Campus locations?	- Consolidated on-campus	- Some application rationalizatio n	- Out-sourcing components of select processes
What is the speed of implementation?	- slower	- Staff augmentation	- swift

DEFINING FACTORS OF THE BUSINESS CASE

Decisions Impacting Expected Achievement of Business Case

Conservative		Aggressive
	How many processes are moved to Shared Services?	
Limited number of processes No mandate for use of Shared Services	Most in-scope processes Mandate for some to use Shared Services	All in-scope processes Mandate for use of Shared Services
	How much automation and Self Service?	
Minimal/No-Use Minimal application rationalization	Some use of automation and self service Some application rationalization	All applicable processes are automated Rationalization of all applications
	On-Campus or Off-Campus locations?	
Consolidated on-campus	Staff augmentation	Out-sourcing components of select processes
	What is the speed of implementation?	
Slower	Moderate	Swift

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Identifying Opportunities & Defining Scope

Assessing your current state requires looking at multiple key dimensions for administrative service delivery. Diving into each of these areas will help you further identify opportunities and refine your scope

Governance	*What governance structures exist and how effective are they in fostering collaboration and decision-making?*
People	*How are roles, responsibilities, staffing levels, and skillsets organized within each Unit and across each function?*
Process	*How are processes performed by each Unit? What are the similarities and differences?*
Technology	*What key systems, tools, and applications are used to support each process?*
Facilities / Infrastructure	*Where are processes performed currently and how important is physical proximity?*
Impacts	*What service levels and performance metrics are tracked and reported on today?*
Value	*How is the University structured to fulfill its mission?*

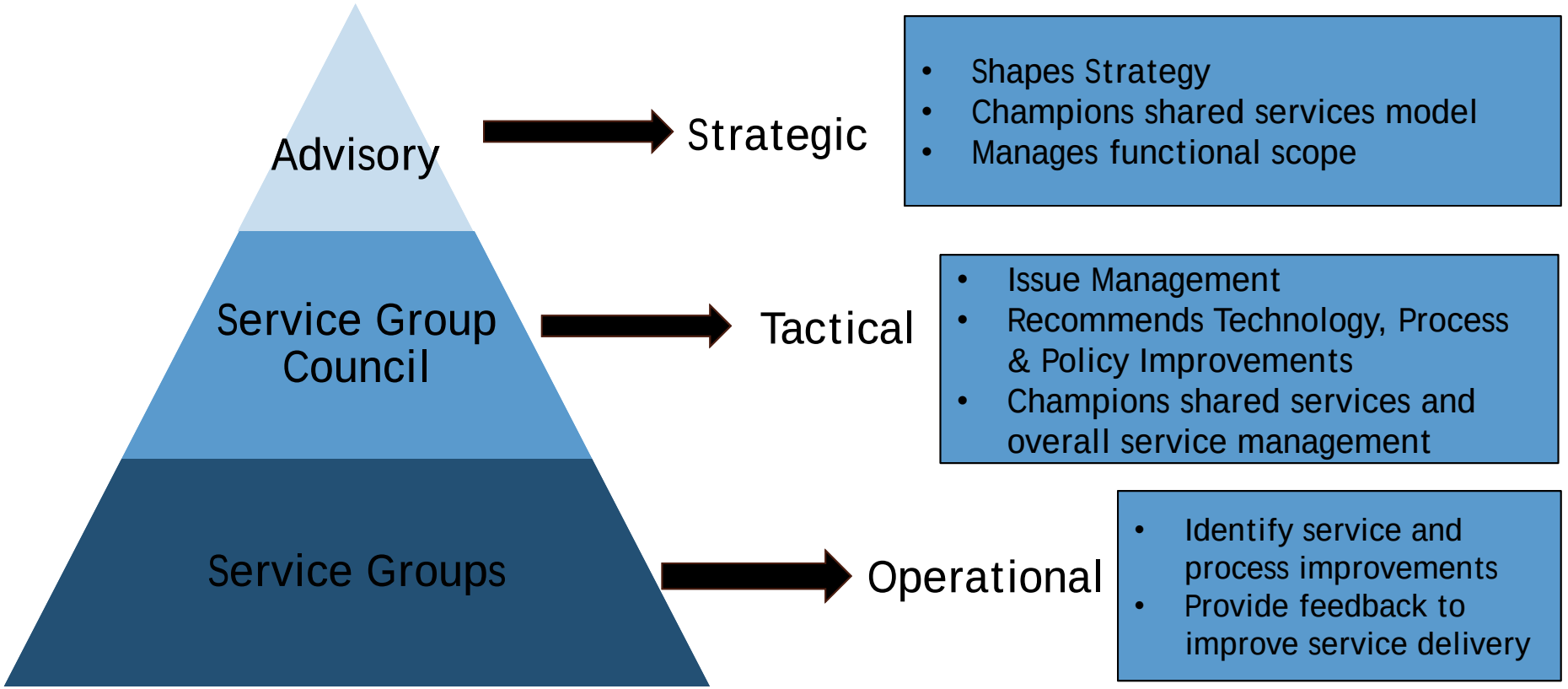
Guiding Principles - Examples

How will you approach the work ahead and how will your decisions be guided?

	Guiding Principle	Description
	Focus on the University community	Design processes and services with faculty, student, and staff needs in mind
	Design in Simplicity	Simplify complex processes and reduce steps with low value
	Encourage Standardization when Applicable	Discuss what to standardize and why vs. what processes might remain variable and why
	Improve Controls and Compliance	Identify ways to strengthen control processes and improve compliance with policies, laws, rules, and regulations
	Leverage Technology	Use technology to improve service and minimize manual effort
	Clearly Define Responsibilities and Accountability	Clarify responsibilities across organizational units and improve accountability for performance
	Measure Service Impacts	Measure so we can manage, track, and improve work processes and service outcomes

Determining Appropriate Governance

Each governing body must work collaboratively and assume different responsibilities to ensure the success of shared service and the overall services delivery.



CHANGE MANAGEMENT OVERVIEW

Change Management begins with identifying key stakeholder groups and understanding how they will be impacted by the new administrative structure. Project team members must be prepared to support stakeholders through the process. Finally, stakeholder engagement is monitored to assess and to confirm readiness.

CHANGE MANAGEMENT STRATEGY

1. Categorize Stakeholders and Create Engagement Strategy

Assess change impacts to key stakeholders. Categorize stakeholders based on impacts and influence to determine appropriate engagement strategies.

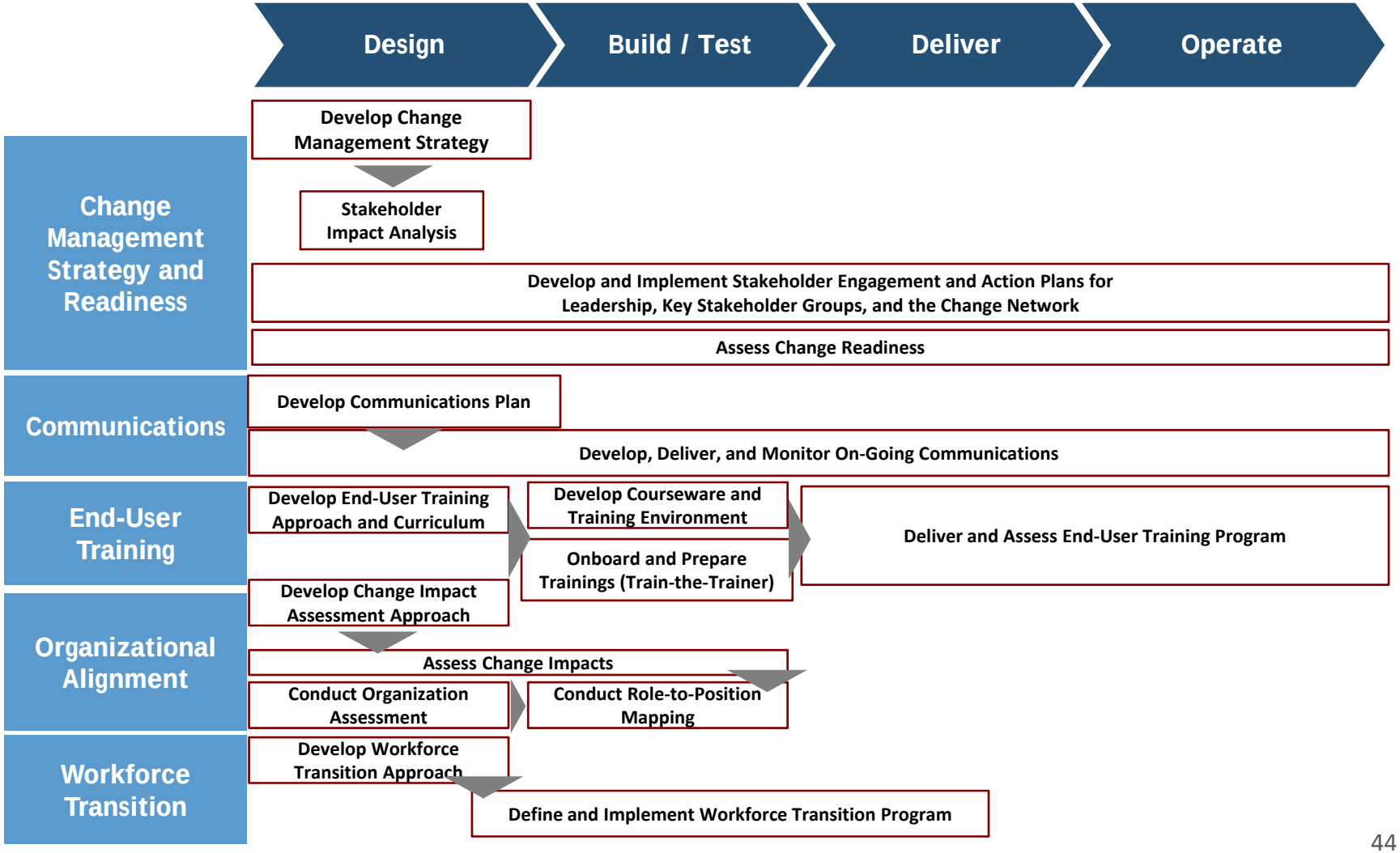
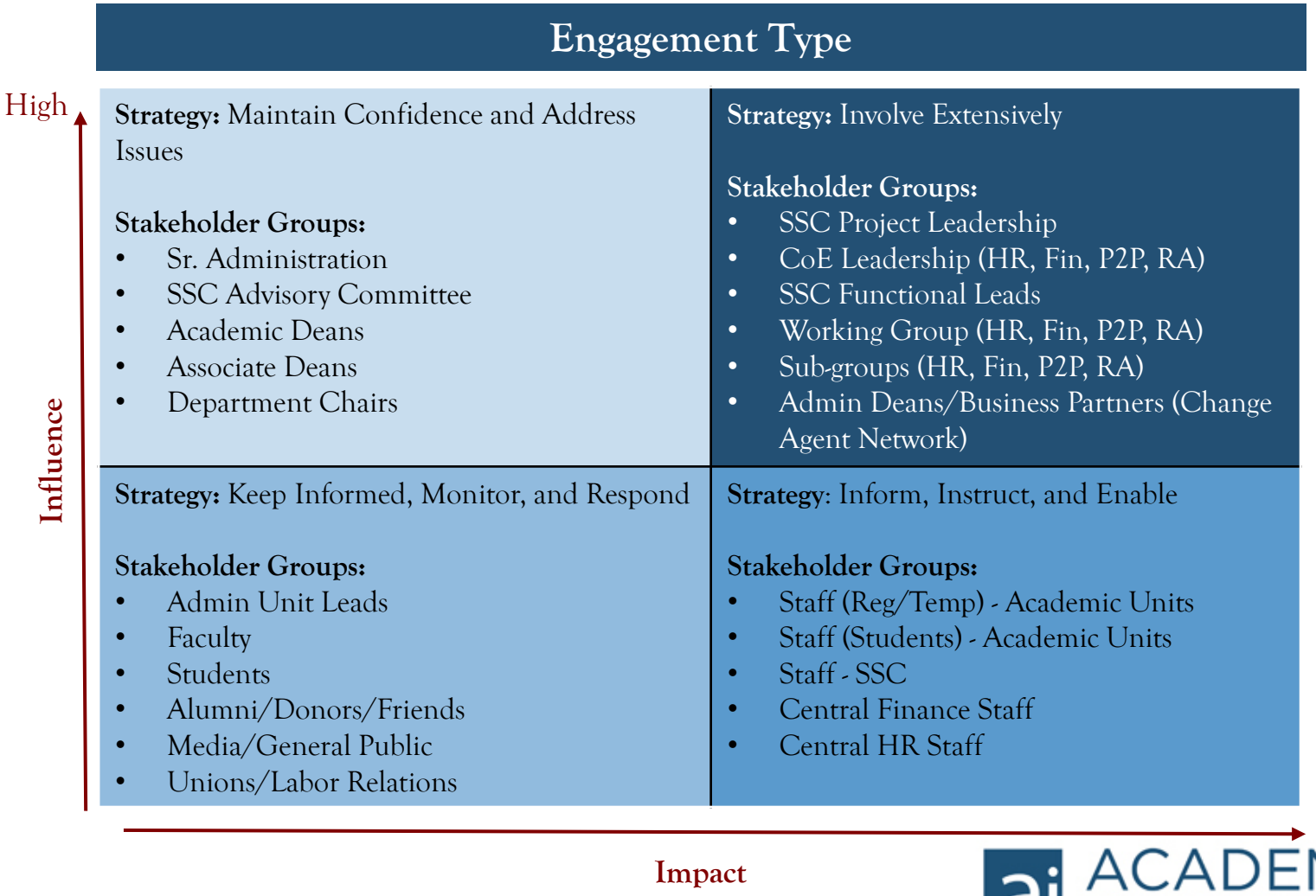
2. Establish Change Agent Network

Leverage existing leadership groups and create new ones to create excitement, support, and confidence within the community for change

3. Monitor Readiness and Engagement

Monitor and assess engagement and readiness of key stakeholders

CHANGE MANAGEMENT & COMMUNICATIONS APPROACH



Stakeholder Impact Assessment