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SHARED SERVICES:  
ASSESSING YOUR  
READINESS




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 **ACADEMIC**  
IMPRESSIONS

 **LEARNING OUTCOME**

**After participating...**

...you will be able to assess your institutional readiness for adopting shared services.

 **ACADEMIC**  
IMPRESSIONS 2



## LEARNING OUTCOME

### After participating...

...you will be able to assess your institutional readiness for adopting shared services.


- Assess where you are today - data collection
- Aligning your objectives
- Identifying and engaging stakeholders



### AGENDA


- Key drivers
- Critical considerations to begin
- Identifying and engaging stakeholders in the process
- Next steps to begin your assessment






POLL

For what service areas are you considering adopting a shared services model?




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POLL

What are the factor(s)/reason(s) that are leading you to consider or continue a shared services model?



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### READINESS ASSESSMENT | 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?

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### POLL

Of these key questions, which one(s) do you guess would be the most difficult to answer?

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## KEY DRIVERS



### ■ KEY DRIVERS


- Understanding where you are today
- Job function and responsibility assessment
- Defining factors of the business case
- Forming your project team: internal and external stakeholders




**KEY DRIVERS**

➔ **Understanding where you are today**


- Job function and responsibility assessment
- Defining factors of the business case
- Forming your project team: internal and external stakeholders

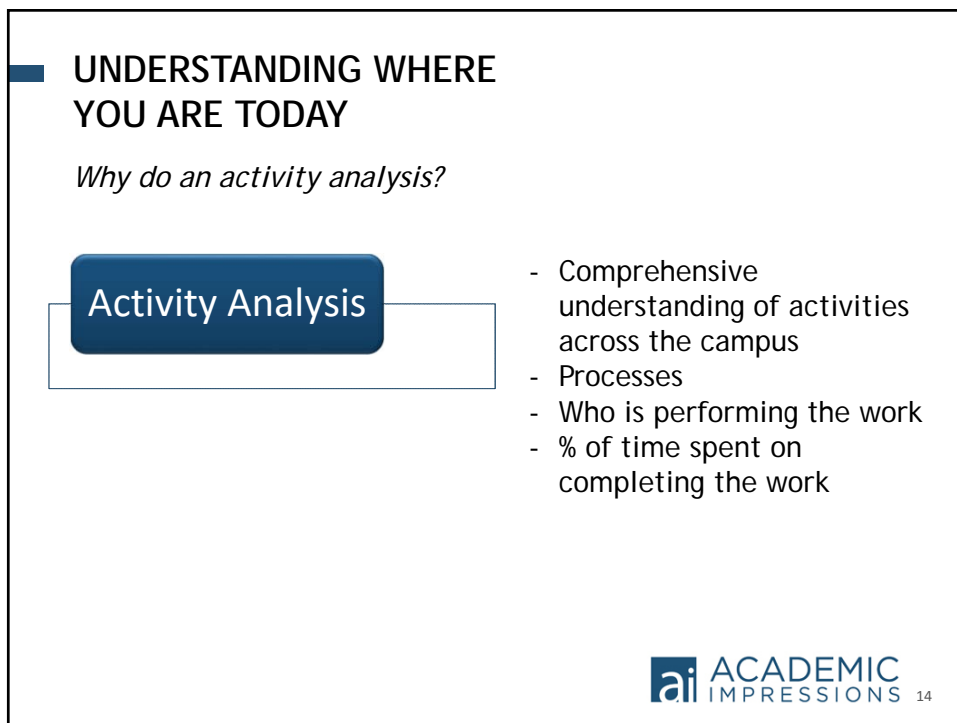
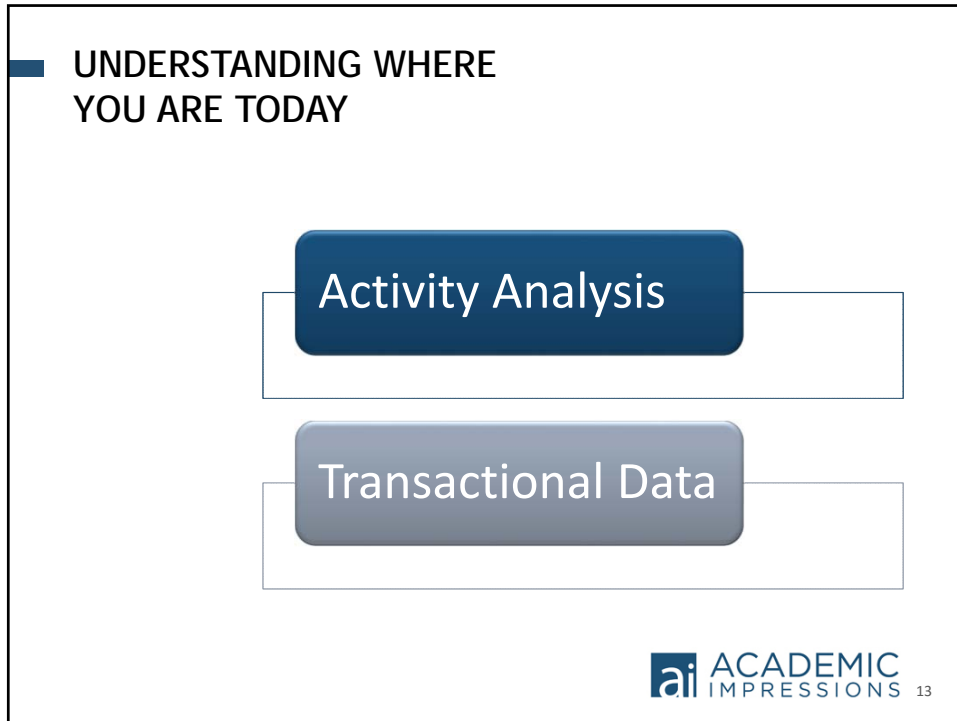


 **CHAT**

**Processes Across Campus**

Finance	HR	Procure-to-Pay	Research Administration (RA)
<ul style="list-style-type: none"> <li>• Account creation</li> <li>• Accounts receivable</li> <li>• Accounting transactions</li> <li>• Capital asset accounting</li> <li>• Finance Help Desk</li> <li>• Quarterly financial statements and annual reporting</li> <li>• Unit-level budgeting</li> <li>• Unit-level monthly reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Applicant tracking</li> <li>• Benefits/Leave Admin</li> <li>• Compensation Planning</li> <li>• Exits</li> <li>• HR Data Admin</li> <li>• HR Help Desk</li> <li>• Onboarding</li> <li>• Payroll/Time and Attendance</li> <li>• Performance Management</li> <li>• Staff Planning</li> <li>• Staff Recruiting</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• GEMS card set-up and management</li> <li>• Invoice processing</li> <li>• Payee creation/maintenance</li> <li>• PO supplier creation/maintenance</li> <li>• Procurement and payee help desk</li> <li>• Requisition (PO) processing</li> <li>• Travel and expense reimbursement</li> </ul>	<ul style="list-style-type: none"> <li>• Award closeout</li> <li>• Award processing and account set-up</li> <li>• Financial award management</li> <li>• Grant funding identification</li> <li>• Grant proposal development</li> <li>• Internal review and approval</li> <li>• Non-financial award management</li> <li>• Research compliance and oversight</li> </ul>






**UNDERSTANDING WHERE YOU ARE TODAY**

**ACTIVITY ANALYSIS**

How?



Who?

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**UNDERSTANDING WHERE YOU ARE TODAY**

**ACTIVITY ANALYSIS**

Who Completes the Analysis	Staff Entered	Manager Entered
Pros	<ul style="list-style-type: none"> <li>Potential for Greater Accuracy</li> <li>Potential to Learn of Other Work taking place</li> </ul>	<ul style="list-style-type: none"> <li>Smaller Pool To Train</li> <li>Potential for Less Confusion</li> <li>Faster Turnaround</li> </ul>
Cons	<ul style="list-style-type: none"> <li>Slower Turnaround</li> <li>Larger Pool To Train</li> <li>Potential for Greater Confusion</li> </ul>	<ul style="list-style-type: none"> <li>Potential for Less Accuracy</li> <li>Potential for Under-Reporting</li> <li>Potential to lose insight into Other Work taking place</li> </ul>

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■ UNDERSTANDING WHERE  
YOU ARE TODAY

ACTIVITY ANALYSIS



Help you define your scope by understanding:

- Who is performing the work?
- How much time are they spending on it?
- What processes are they implementing?



RESOURCE

Functional Responsibility Survey

## EXAMPLE



## EXAMPLE

### LESSONS LEARNED

- Confusion and anxiety may result no matter the approach you take
- Consider informing/involving union(s) if applicable
- This will give you a solid baseline but understand there will likely be under/over reporting and you will need to continue to track back to these results for business case updates
- Results can also be useful when working with units on workforce transition

**■ UNDERSTANDING WHERE YOU ARE TODAY**

Transactional Data

Volumes  
Cycle Times  
Peak Periods

- Transaction types
- Department/Unit Level Data

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The diagram illustrates the flow from 'Transactional Data' to specific metrics. A grey rounded rectangle labeled 'Transactional Data' is connected by a line to a white rectangle. Below this, a dark blue trapezoidal shape contains the text 'Volumes', 'Cycle Times', and 'Peak Periods'. To the right of this shape is a bulleted list: 'Transaction types' and 'Department/Unit Level Data'. The slide concludes with the 'ai ACADEMIC IMPRESSIONS 21' logo.

**■ TRANSACTION ANALYSIS**

Qualitative Surveys

Error Reports


Satisfaction scores (current state)

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The diagram shows 'Qualitative Surveys' leading to two categories of data. The text 'Qualitative Surveys' is centered at the top. Below it are two dark blue rectangular boxes. The left box is labeled 'Error Reports' and the right box is labeled 'Satisfaction scores (current state)'. The slide ends with the 'ai ACADEMIC IMPRESSIONS 22' logo.


## KEY DRIVERS

- Understanding where you are today
- Job function and responsibility assessment
- ➔ **Defining factors of the business case**
- Forming your project team: internal and external stakeholders



## DEFINING FACTORS OF THE BUSINESS CASE

INPUTS	ASSUMPTIONS
<ul style="list-style-type: none"><li>• Process Alignment to Service Model</li><li>• FTE Alignment to Processes</li><li>• Labor Costs</li></ul>	<ul style="list-style-type: none"><li>• Benefit Lag</li><li>• Facility Costs</li><li>• Implementation Costs (internal/external assistance, technology, etc)</li></ul>



## DEFINING FACTORS OF THE BUSINESS CASE

Decisions Impacting Expected Achievement of Business Case

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

## RESOURCE

**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
<b>How many processes are moved to shared services?</b>	- 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
<b>How much automation and Self Service?</b>	- Minimal/No-Use - Minimal application rationalization	- Some use of automation and self service	- All applicable processes are automated - Rationalization of all applications
<b>On-Campus or Off-Campus locations?</b>	- Consolidated on-campus	- Some application rationalization	- Out-sourcing components of select processes
<b>What is the speed of implementation?</b>	- slower	- Staff augmentation	- swift

**KEY DRIVERS**

- Understanding where you are today
- Job function and responsibility assessment
- Defining factors of the business case

➔ **Forming your project team: internal and external stakeholders**

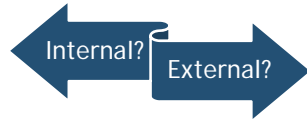
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**FORMING YOUR PROJECT TEAM**

Internal? External?

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## FORMING YOUR PROJECT TEAM



### INTERNAL

- Hire a leader early or wait until farther along? (internal vs external)
- Leaders from both central and community from the areas potentially in scope

## FORMING YOUR PROJECT TEAM



### EXTERNAL

Will you use consultants?

- If so, for what portions:
  - Planning & Assessment
  - Design, Build, Test, Implement, Optimize
- If so, for what areas:
  - Finance, HR, P2P, IT, Change Management, Communications, Technology implementation, etc.



**?** QUESTIONS

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CRITICAL CONSIDERATIONS TO BEGIN

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## ALIGNING YOUR OBJECTIVES

### EXAMPLE:

The University is implementing Shared Services to promote high quality and cost effective administrative services.

Helping to answer the “why”

1. Modernize the University’s business processes rather than operating on inertia (“we have always done it this way”)
2. Improve the quality of service to faculty, students, and staff



## ALIGNING YOUR OBJECTIVES

### EXAMPLE:

The University is implementing Shared Services to promote high quality and cost effective administrative services.

Helping to answer the “why”

3. Minimize administrative burden on the faculty and research community
4. Redirect scarce resources to college, divisions, and professional schools
5. Provide challenging opportunities and a career path for our staff to grow as professionals



## READINESS ASSESSMENT | Key Questions

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

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## Guiding Principles - Examples

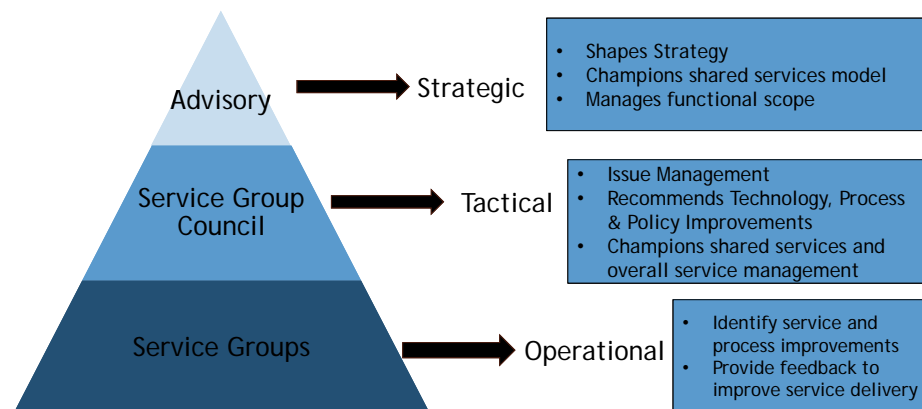
How will you approach the work ahead and how will your decisions be guided?

	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

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## 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.



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## IDENTIFYING AND ENGAGING STAKEHOLDERS IN THE PROCESS



### ■ IDENTIFYING AND ENGAGING STAKEHOLDERS

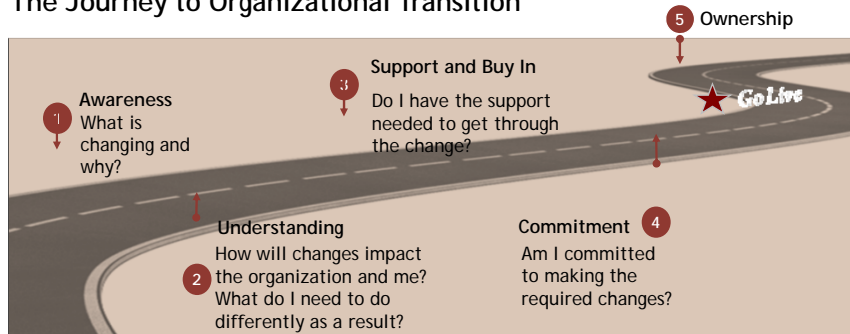
- Change management framework
- Establishing primary and secondary stakeholders
- Developing and aligning stakeholder engagement strategies
- Involving stakeholders in the analysis of options



## THE ORGANIZATIONAL TRANSITION JOURNEY

.....to provide stakeholders a combination of information and experiences to help them transition from basic awareness about what's changing to eventually ownership of the new environment. This is done by anticipating and addressing the questions that come at each phase of the project.

### The Journey to Organizational Transition



## 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

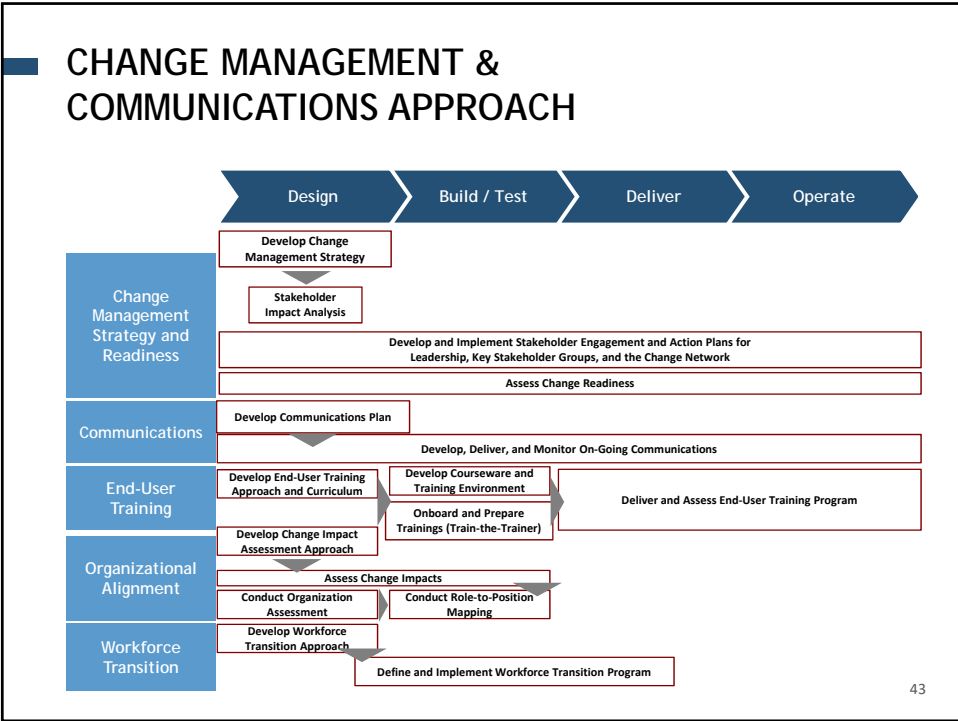
Assess change impacts to key stakeholders. Categorize stakeholders based on impacts and influence to determine appropriate engagement strategies.

#### 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



## RESOURCE

# Stakeholder Assessment

Establishing primary and secondary stakeholders

## IDENTIFYING AND ENGAGING STAKEHOLDERS

- Establishing primary and secondary stakeholders
- ➔ **Developing and aligning stakeholder engagement strategies**
- Involving stakeholders in the analysis of options

## Stakeholder Impact Assessment

Engagement Type		
Influence ↑	<p><b>Strategy:</b> Maintain Confidence and Address Issues</p> <p><b>Stakeholder Groups:</b></p> <ul style="list-style-type: none"> <li>• Sr. Administration</li> <li>• SSC Advisory Committee</li> <li>• Academic Deans</li> <li>• Associate Deans</li> <li>• Department Chairs</li> </ul>	<p><b>Strategy:</b> Involve Extensively</p> <p><b>Stakeholder Groups:</b></p> <ul style="list-style-type: none"> <li>• SSC Project Leadership</li> <li>• CoE Leadership (HR, Fin, P2P, RA)</li> <li>• SSC Functional Leads</li> <li>• Working Group (HR, Fin, P2P, RA)</li> <li>• Sub-groups (HR, Fin, P2P, RA)</li> <li>• Admin Deans/Business Partners (Change Agent Network)</li> </ul>
	<p><b>Strategy:</b> Keep Informed, Monitor, and Respond</p> <p><b>Stakeholder Groups:</b></p> <ul style="list-style-type: none"> <li>• Admin Unit Leads</li> <li>• Faculty</li> <li>• Students</li> <li>• Alumni/Donors/Friends</li> <li>• Media/General Public</li> <li>• Unions/Labor Relations</li> </ul>	<p><b>Strategy:</b> Inform, Instruct, and Enable</p> <p><b>Stakeholder Groups:</b></p> <ul style="list-style-type: none"> <li>• Staff (Reg/Temp) - Academic Units</li> <li>• Staff (Students) - Academic Units</li> <li>• Staff - SSC</li> <li>• Central Finance Staff</li> <li>• Central HR Staff</li> </ul>
	Impact →	

## IDENTIFYING AND ENGAGING STAKEHOLDERS

- Establishing primary and secondary stakeholders
- Developing and aligning stakeholder engagement strategies



Involving stakeholders in the analysis of options

## ENGAGING YOUR STAKEHOLDERS IN ANALYSIS OF OPTIONS

Engage Your Stakeholders Around a Core Set of Questions:

1. Defining what is and is not working well today.
2. Defining what improvement opportunities exist today.
3. Determining how your systems can be improved or what new technology is needed.
4. Documenting how work is occurring today (Current State design)

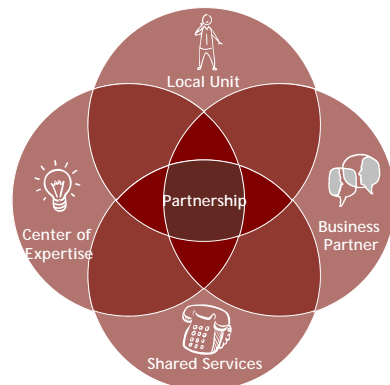


## ENGAGING YOUR STAKEHOLDERS IN ANALYSIS OF OPTIONS

5. Determining where work can be performed in the future (local unit, shared services organization or central unit)?
6. Determining how the work will be performed in the future (future state design).
7. Defining responsibilities and accountabilities.
8. Defining SLA's and KPI's
9. Defining how services will be managed on an on-going basis (building the partnership)

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## ENGAGING YOUR STAKEHOLDERS IN ANALYSIS OF OPTIONS



### What partnership means for Shared Services?

- Work will be performed in each of the four service models listed
- Local staff will still be available to support faculty and attend to Local Unit activities
- Each Local Unit may have some dedicated Shared Services staff supporting activities in order to provide a consistent point of contact
- Partnership agreements will be established to set expectations on quality of services Shared Services provides
- In many cases, work will still be initiated locally, even if it is performed in another location

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**?** QUESTIONS

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NEXT STEPS TO BEGIN YOUR  
ASSESSMENT

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**NEXT STEPS**

**BEGIN TO GATHER DATA**


- Activity Analysis
- Transactional Data
- Qualitative Data

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**NEXT STEPS**

**FORM YOUR PROJECT TEAM**

Need not be the full team

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**■ NEXT STEPS**

**ESTABLISH GOVERNANCE STRUCTURE**

- Executive Sponsors
- Advisory Committee

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**■ NEXT STEPS**

**BEGIN TO IDENTIFY STAKEHOLDERS**

- Internal
- Possibly external

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## NEXT STEPS

### REACH OUT

Speak to others who have come before you




## TAKEAWAYS

- Start internally to conduct a transactional/activity analysis.
- Use this data collection to add to your business case as well as an opportunity to create buy-in.
- Apply a change management framework that's accessible to your institution.
- Engage stakeholders early and often. Good topics to start include gathering information on what's working/not working/can be improved
- Consider forming smaller stakeholder groups around specific service/process areas to further gain understanding and buy-in.



**QUESTION**






**EVALUATION**

**Thank you!**

Please remember to complete the event evaluation.  
Your comments will help us continually improve the  
quality of our programs.

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