



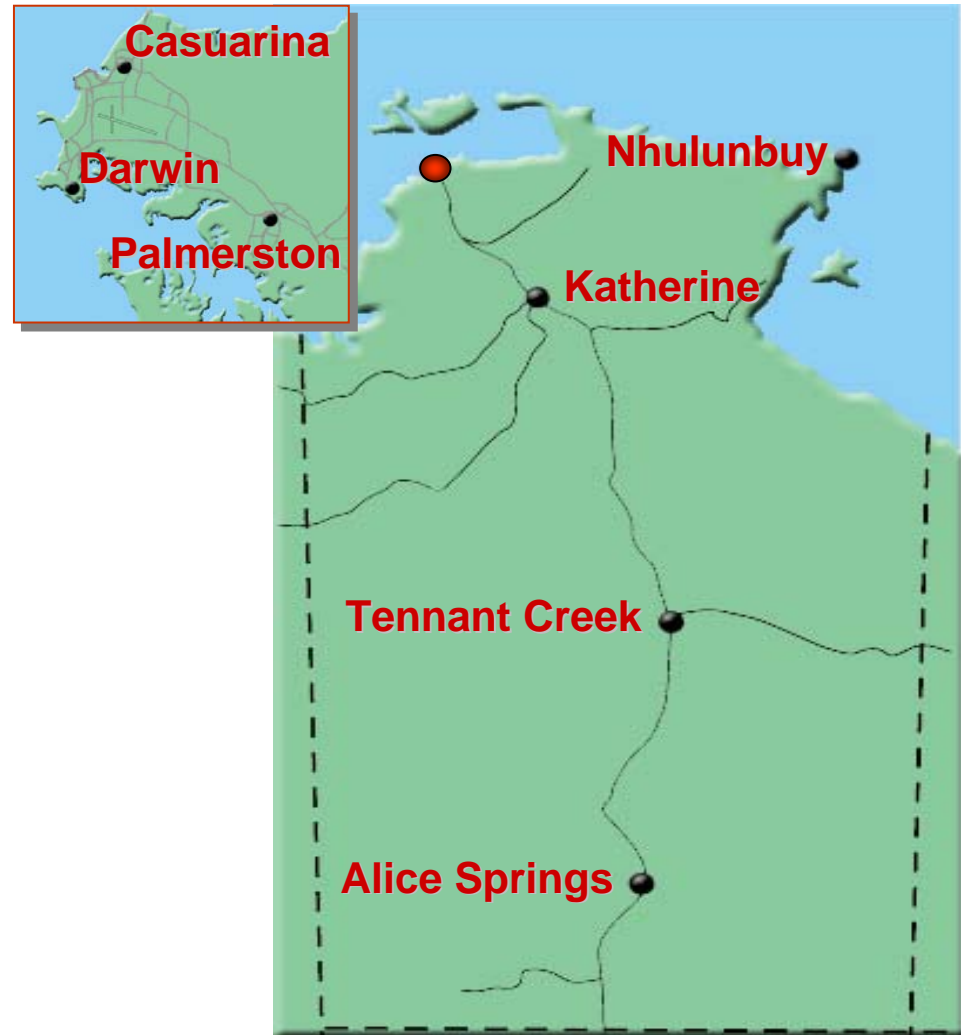
Northern
Territory
Government

Perspectives from a successful shared services implementation

Department of Corporate and Information Services

Quick history of DCIS

- Department of Corporate and Information Services established October 1998
- ‘Big bang’ approach, up and running within 6 weeks
- 9 core services provided to entire NTG
- 1250 employees
- 7 locations throughout the Territory



The case for shared services?

- **The scenario:**
 - ▶ 43 separate entities each with some corporate services capacity
 - ▶ 15,000 public servants
 - ▶ 7 major locations throughout the Territory
- **The business case:**
 - ▶ Economies of scale
 - ▶ Streamlined processes
 - ▶ Departments to focus on core business
 - ▶ **Save \$15m in the first year**

Why shared services worked

- **Leadership**
- **People**
- **Systems**

Leadership

- **Strong sponsorship at political and administrative level for change – there was a clear mandate**
- **Small leadership team that was very clear about their purpose – ‘no frills’ shared services**
- **Leadership team were very experienced, well respected public servants**
- **Understood where DCIS would be in 5 years**
- **Able to establish a strong branding in a short period of time**

People

- **1250 employees centralised into 7 sites in 6 weeks**
- **DCIS and service culture was quickly established**
- **Sustained training effort in processes and customer service**
- **Focus on aligning DCIS corporate values with those of our clients**
- **Environment of sustained efficiencies – 1250 reduced to 700 in first 5 years**

Systems

- **Single payroll and finance systems in place across government**
- **No large scale technology investment**
- **Established additional government wide business and workflow systems**
- **Heavy emphasis on standardisation – use of business systems and systems of work**
- **Standard Operating Procedures developed across all service lines**

DCIS today

- **580 employees**
- **26 services delivered from 7 locations**
- **High levels of satisfaction – customers and staff**
- **Services are mature with standards and costs very well understood**
- **Nobody questions the shared services model**
- **Many public servants have never experienced life without DCIS**
- **Looking closely at the next wave of efficiencies – technology investments**

What would be done differently?

- **Change the leadership and management group after 3 years – the people who establish the service aren't necessarily the best to run it**
- **Establish a service delivery model that has processing centralised and a 'front counter' presence in the regions**
- **Operate on a full cost recovery model**
- **Consideration of scope and mix of services**