

Shared Services Summary

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Efficiency

Drivers

- New Public Sector Challenges
- Breaking silos
- Transformational Government
- Macro & Micro Economic Benefits
- Efficiency/budget pressure/cost cutting/value for money
- Potential to redistribute resources
- Downsizing



Drivers

- Need to standardise
- Limited whole of Government reporting
- Back Office Recognition
- Changing customer needs
- Logistics of small jurisdictions
- New technologies and business processes
- Innovate to do more
- Flood

Language & Shared Understanding



- Strategic Conversations / Framework for Dialogue
- Confusing terminology causes unlearning
- “Service” label is demeaning (servility)
- Expectations- tailored service not least cost common solutions

Language & Shared Understanding

- Key words-partnership, connectivity, innovation
- Degrees of Interrelationship-
 - Communication, Cooperation, Coordination,
 - Collaboration, Convergence, Consolidation

Key Elements

- Leadership, people, systems
- Communication
- Commitment
- Persistence
- Happy engaged employees, customers, shareholders
- Training
- Benchmarks



Key Elements

- Mandated compliance
- Standardise before elaboration
- Managing change
- Best practice in the public sector
 - Continuous review and improvement
 - Meeting customer needs
 - Investing in people
 - Knowledge management
 - Moving beyond the core functions of Finance, HRM, and IT
- Align corporate with client values
- Citizen at the centre

Lessons

- Know exactly what you are sharing and why
- Communicate this clearly to all
- It will be accepted if everyone understands reasons
- Practitioners like to know details before strategy
- Preferably not a mandated top down approach-
 - need participation to achieve buy-in



Lessons

- Need more than checklists
- Undo and reform relationships
- More focus on clients and people
- New-
 - contacts, methods, processes, ways of relating, planning,
 - team building, leading cultural change
- Implications – Canadian experience

Success Factors

- Political positioning
- Mandated compliance
- Open and honest communication
- Shared Vision
- Back office recognition, career opportunities
- Sense of discovery—a dynamic morphing journey
- Communication, collaboration, connectivity



Success Factors

- Making SS a business in its own right : not a one-off change
- Skills of service delivery, partnerships, & changing mind sets and cultures
- Build Phase is critical to change realisation
- Point of difference is client service
- UK Home Office
 - Sustainable, integrated, agile, transformational, branded

Success Factors

- Achieve
 - Citizen focus
 - Using assets more efficiently
 - Raise bar on quality of professional management
- Callan guidelines
- Build a continuous improvement plan

Challenges

- UK – 37 obstacles
- Range of corporate policies in government
- Cultural and value differences
- Cultural change destabilising incl. for clients
- More client focus
- Nature of government
 - Lack of skills
 - Lack of commitment from leaders
 - Failure to embrace change
 - Fear of change
 - Lack of consensus among agencies



Challenges

- Cynicism
- Ownership
- Governance
- Service agreements
- Accountability
- Industrial Relations
- Geographical dispersion

Tensions

- Achieving common language
- Aligning cultures, values, goals
- Economy versus autonomy
- Top down vs Bottom up
- Standardised vs Customised
- Tailored vs Least Cost Solutions
- Long vs Short term
- Evolution vs Revolution
- Sequential vs Iterative



Tensions

- Planning vs Soft systems
- Certainty vs Chaos/ Mess
- Client vs Organisation focus
- Mandated change vs Customer-centric
- Fast vs staged and incremental
- Value acceleration versus value leakage

The Future

- Inevitability of shared services
 - Mass customisation
 - Industrialisation of processes
 - Consumer demands and channels
 - Co-opetition
 - Globalisation
- Up the value chain
- Outsourcing & Offshoring “Leaders never outsource vision & values”
- Going Virtual
- Technology investment



The Future

- Employee self-service
- Keep changing leadership team
- Cost recovery model
- Accept messy/uncertain/ chaos
- Learn from shared services gone bad
- Continual Dynamism
- Holy Grail—from resource wise to truly customer centric
- Opportunity for private sector to replace public sector

Metaphors



- Diagrams Donuts, Fan, Dashboard, Lifecycle, Quadrants, Footballs
- Journey
 - topography, hills, potholes, valleys, catching rocks
- Sea of change
 - ships in the night, rocking the boat, taking the wind out of the sails, (pirates?)
- Swamp and quicksand, cane toads, alligators, tribal models
- Organisations as dinosaurs or ecosystems
 - *“For some, change is as welcome as the dinosaurs’ view of meteors”*
- Carrying wood and fetching water

Metaphors

- Flat black
- Push/Pull models
- Tight Coupling
- Quick Full Monty
- Policy in motion
- Seamless whole
- Whole or hole of government
- Become a global orchestrator not a virtuoso soloist
- Nearshoring



*Dynamic Exciting Sense of Discovery:
You are going to make a difference*

*Shared service is not an inhibitor: It is
an enabler*

Back of Office : Front of Mind