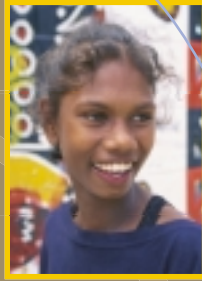
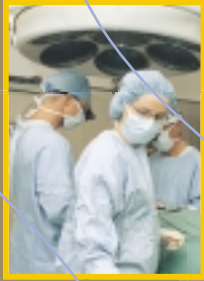


Shared Service Initiative



Business Plan

*Executive
Summary*



Queensland Government

The shared service model

Agencies will be grouped into seven clusters — five large-scale and two smaller-scale. Each cluster will have its own dedicated shared service provider.

Within each cluster will be one agency that will act as a 'host' to the shared service provider. The host provides the mechanisms for employment, funding and accountability for the shared service provider under Queensland public sector legislation.

Two new technology centres of skill will also be established:

- The Corporate Applications Support Unit (CASU) will tailor and pilot the standard software applications for agencies. Corporate applications support professionals will become part of the CASU and will be the key drivers of this unit.
- The Corporate Infrastructure Services Unit (CISU) will facilitate economies of scale by consolidating the infrastructure for information and communications technology.

There will be a two-part service agreement between each client agency and its shared service provider:

- A Partnership Agreement will set out the aims, summary of services and service standards, and performance monitoring and reporting.
- A more detailed Operating Level Agreement will list specific services, responsibilities, tasks, fees, performance measures and standards, and special considerations.

Building the Shared Service Initiative

The success of this Initiative will depend on sound governance — clear systems of accountability, responsibility and authority. It will require strong leadership from the Chief Executive Officers (or Directors-General) of all agencies, Heads of Corporate Services, the new Executive Directors of the shared service providers and the technology centres of skill.

The overriding principles will be seamless service delivery to the customer, no duplication of services between agencies and their service provider, and cost-effectiveness on a whole-of-Government basis.

Transition will be progressive over three years. The shared service providers and technology centres of skill are scheduled to start operations from 1 July 2003.

There will be four strands or 'workstreams' to the change process:

- Business Process — review, design and standardise work practices to ensure they meet client needs and are as cost-effective as possible;
- Performance and Service Management — to ensure clients receive a consistently high standard of service and that an innovative approach to services is maintained;

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Under the shared service model, all Queensland Government agencies will be grouped into seven clusters — five large-scale and two smaller-scale. Each cluster will have a host agency. Within each cluster will be one agency that will 'host' the shared service provider. The host provides the mechanisms for employment, funding and accountability for the shared service provider under Queensland public sector legislation.

- Information and Communication Technology — standardisation and consolidation of corporate systems to support the new business processes; and
- Workforce and Communications — people management and communication strategies to support the initiative.

Each of these workstreams will have an advisory committee which will provide advice to the project teams within that workstream.

Governance

The responsibility for driving the implementation will be shared by:

- Chief Executive Officers;
- senior management in the agencies, in the shared service providers and in the technology centres of skill; and
- the Shared Service Implementation Office within Queensland Treasury.

A Chief Executive Officer Governance Committee will have responsibility for the Shared Service Initiative at the whole-of-Government level.

Senior management in agencies and the new shared service providers and technology centres of skill will work closely together and with their staff to create the initial shared service environment, which will operate from 1 July 2003.

The Shared Service Implementation Office will chair and support steering committees for each of the workstreams and monitor the whole-of-Government costs and benefits of the process.

To realise the benefits of a shared service environment, risk factors must be mitigated. This will be achieved through active risk identification and management. Key factors in addressing risk management include:

- enlisting the support of key senior executives in each agency, and appointing people with the right skills to lead the implementation process;
- consulting with people and keeping them informed, resourcing implementation adequately, and developing a service-focused and people-focused performance management framework; and
- clearly defining the accountabilities, responsibilities, expertise and authority of people involved, the governance and scope under which they will work, and implementation milestones.

For further information contact

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Transitioning People

Under the Shared Service Initiative, the work that corporate service staff currently undertake will change over the next three years - in the agencies, in the new shared service providers, and in the technology centres of skill.

The people in agencies will be responsible for redesigning their agency's corporate service area and creating a partnership with their shared service provider. Some will continue to deliver corporate services that are unique to the particular agency.

The only initial difference for those people who join a new shared service provider or technology centre of skill will be a change in reporting relationships from 1 July 2003. Progressively, over the three-year transition period, staff in shared service providers and technology centres of skill will transition to delivering services to multiple client agencies. Some aspects of their jobs will change progressively as the new, streamlined business processes are adopted by the shared service providers.

Staff will receive training so that they can help develop new processes and learn new ways of delivering services.

Consultation and communication

There is a formal process for consultation and communication with all corporate service staff. Consultative forums and networks will be used to seek advice and ensure that reasons for change are understood.

The Shared Service Implementation Office has established a number of communication channels, including a whole-of-Government intranet site as a single point of accurate, current information about the Initiative and its implementation.

There will also be comprehensive consultation with public sector unions on the development of transition strategies and guidelines.

Employment security

The Government's Employment Security Policy will apply both in agencies, the shared service providers and technology centres of skill. The Government is committed to maximum employment security for permanent public sector employees. The shared service providers and technology centres of skill will be part of the Queensland Government. As such, permanent staff will remain public sector employees, enjoying the same security as before the move to shared services.

The shared service model will also apply to the regions. There are benefits to be gained from corporate service people throughout the State using the same business processes and systems. However, the diverse locations of the 20 per cent of corporate service people who work outside South-East Queensland present particular challenges. Technology may provide mechanisms to assist in overcoming these challenges.

People in the regions who make the transition to a shared service provider or technology centre of skill will not have to change where they live.