



# Agenda

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- Introduction to ScottMadden
- Overview of Service Delivery Models
- Leading Practice Service Delivery Models
- Planning Enhanced Service Delivery
- Implementing the Change
- Effective Governance
- Breaking Down the Barriers
- Group Breakout Session
- Lessons Learned/Key Takeaways



# Your Hosts

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**Courtney Jackson**  
**Partner**  
Multi-Function Transformation  
and Change Management



**Laura Campbell**  
**Director**  
Multi-Function  
Supporting Technologies



# Who We Are

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ScottMadden is a management consulting firm with more than 30 years of deep, hands-on experience.

We deliver a broad array of corporate and shared services consulting services—from strategic planning through implementation—across many industries, business units, and functions.

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WE DO  
**WHAT IT TAKES  
TO GET IT DONE  
RIGHT**

.....

CORPORATE & SHARED SERVICES

## EXPERIENCE

Our experienced team has been a pioneer in corporate and shared services since the practice began decades ago. We employ deep, cross-functional expertise to produce practical, measurable solutions.

## SCOPE

We have completed more than 1,400 projects since the early 90s, including hundreds of large, multi-year implementations. Higher education to energy to healthcare. Our areas of expertise span the spectrum of middle and back office corporate and shared services.

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## SERVICES

We have helped our clients with business case development, shared services design, shared services build support, and implementation.

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**Our shared services knowledge, expertise, and experience are unmatched—no other firm has helped more clients with more unique solutions.**



# Capabilities and Areas of Focus

## ASSESS & PLAN

- Strategic planning
- Feasibility analysis
- Benchmarking
- Leading practice assessment
- Performance evaluation
- Project planning
- Leadership education and buy-in
- Staff evaluation
- Change readiness assessment
- Site visits

## BUILD

- Project management
- Service and transaction center build
- Detailed organizational design
- Staffing
- Process redesign
- Technology design, selection, implementation, and support
- Education and training
- Facility design and setup
- Change management
- Sourcing implementation

## FINANCE AND ACCOUNTING

## HUMAN RESOURCES

## INFORMATION TECHNOLOGY

## SUPPLY CHAIN

## BUSINESS ADMINISTRATIVE SERVICES







## DESIGN

- Current state analysis
- Future state design
- Business case development
- Service delivery model design
- Work scope delineation
- Sourcing evaluation
- Organizational design
- Technology evaluation
- Transformation planning
- Implementation planning
- Change management

## IMPROVE

- Analytics setup and deployment
- Operations improvement
- Governance
- Service expansion
- Cost reduction
- Process redesign
- Technology upgrade
- Merger and acquisition integration
- Field resource development
- Customer satisfaction measurement
- Metrics and performance management

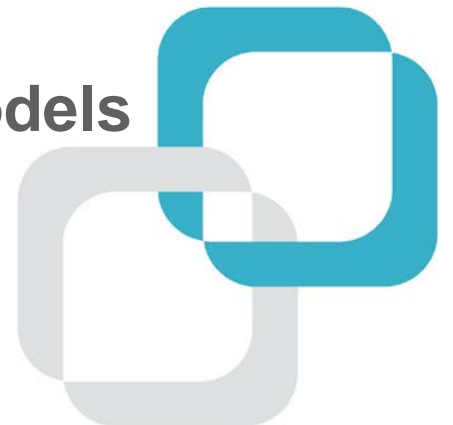
# Representative Clients

Consumer Products and Services	Manufacturing	Technology and Communications	Public Sector and Defense	Energy and Utilities	Healthcare and Pharmaceuticals	Professional Services
       	        	      	         	       	     	    

*Our shared services clients typically have a 40% return on investment and are able to reduce headcount by 25% when implementing a shared services model.*

Note: Representative sample; not all-inclusive of clients served. Excludes numerous well-known clients due to confidentiality agreements.

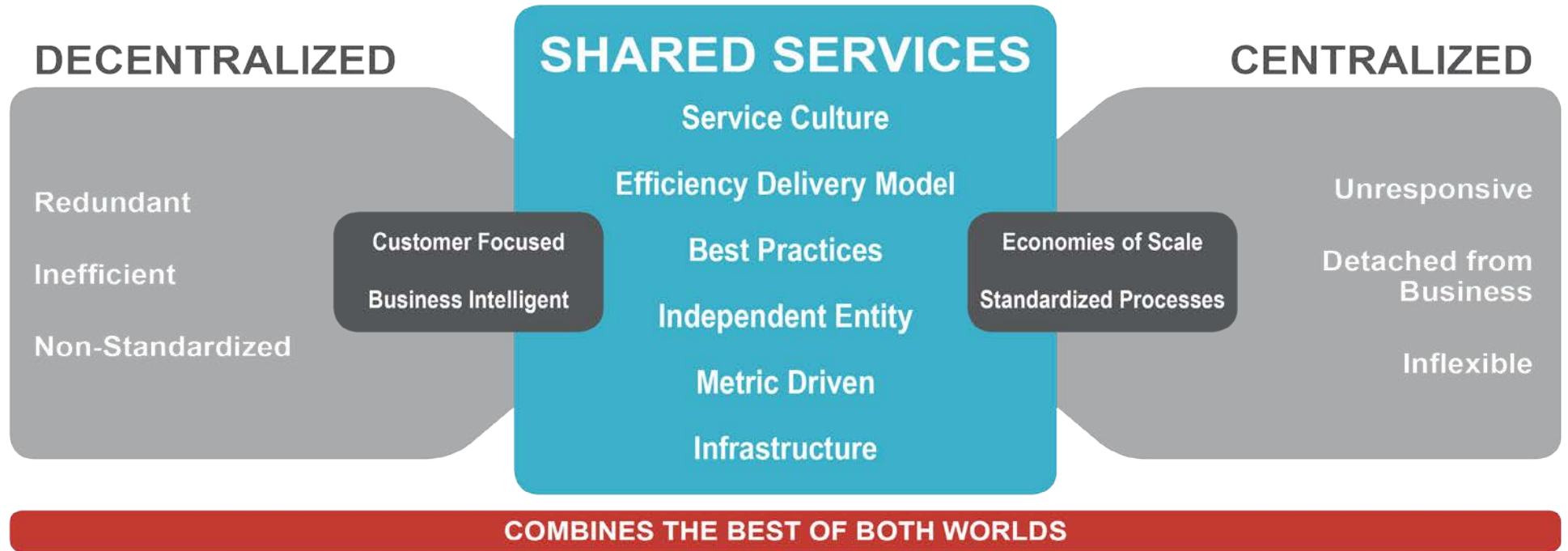
## Overview of Service Delivery Models





# How Does Your Organization Deliver Services?

The way in which your organization currently provides support services will likely fall within the range of models illustrated below.



**The key to transforming support services is designing and implementing a leading practice service delivery model.**





# Benefits of a Leading Practice Model

- Standard processes
- Issue tracking
- Performance metrics
- Model for expansion

- Data integrity with reporting/analytics
- Improved compliance
- Better decision making
- Demand management

**Customer Satisfaction** ↑ 12%



**Costs** ↓ ~ 20%

- Skills/work alignment
- Elimination of redundant labor
- Service usage and cost tracking
- Economies of scale
- Process automation



## "Main Stream" Administrative Services

### Public versus private sector

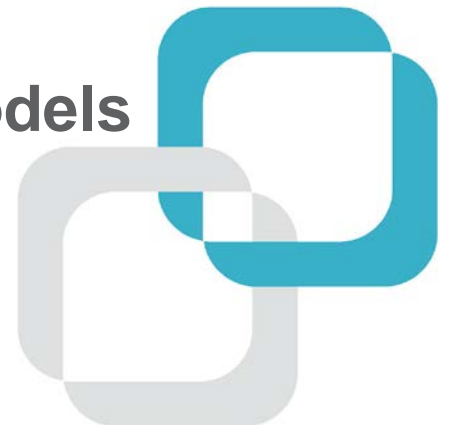
- Multi-function instead of single-function
- Larger support services with expansion

Initial Offering Examples	Expansion Offering Examples
Human Resources	Communications
Finance and Accounting	Development
Contracts and Grants	Environmental, Health, and Safety
Information Technology	Fleet
Payroll	Printing
Purchasing/Materials Management	Student Services

Unique to higher  
education

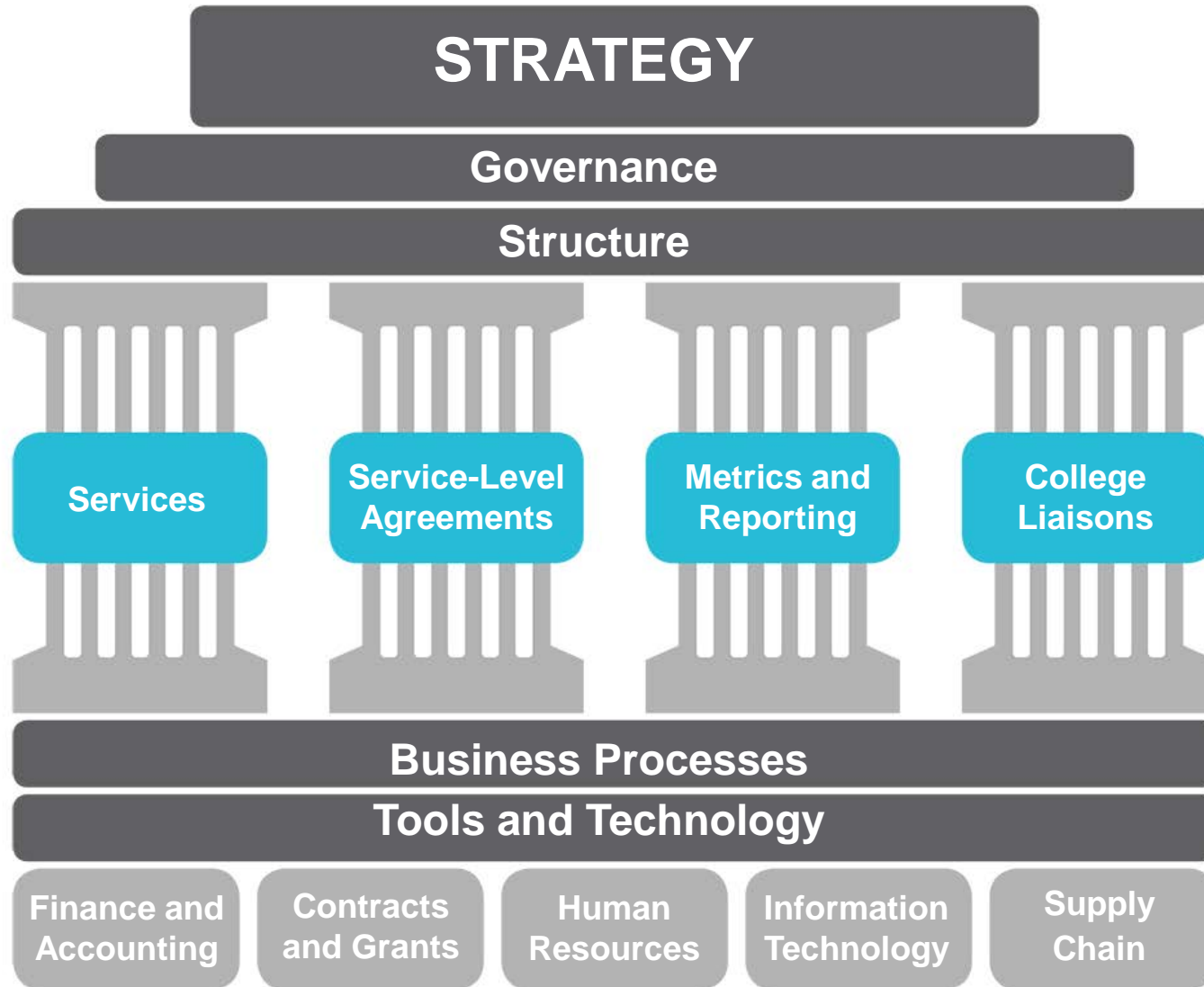


## **Leading Practice Service Delivery Models**

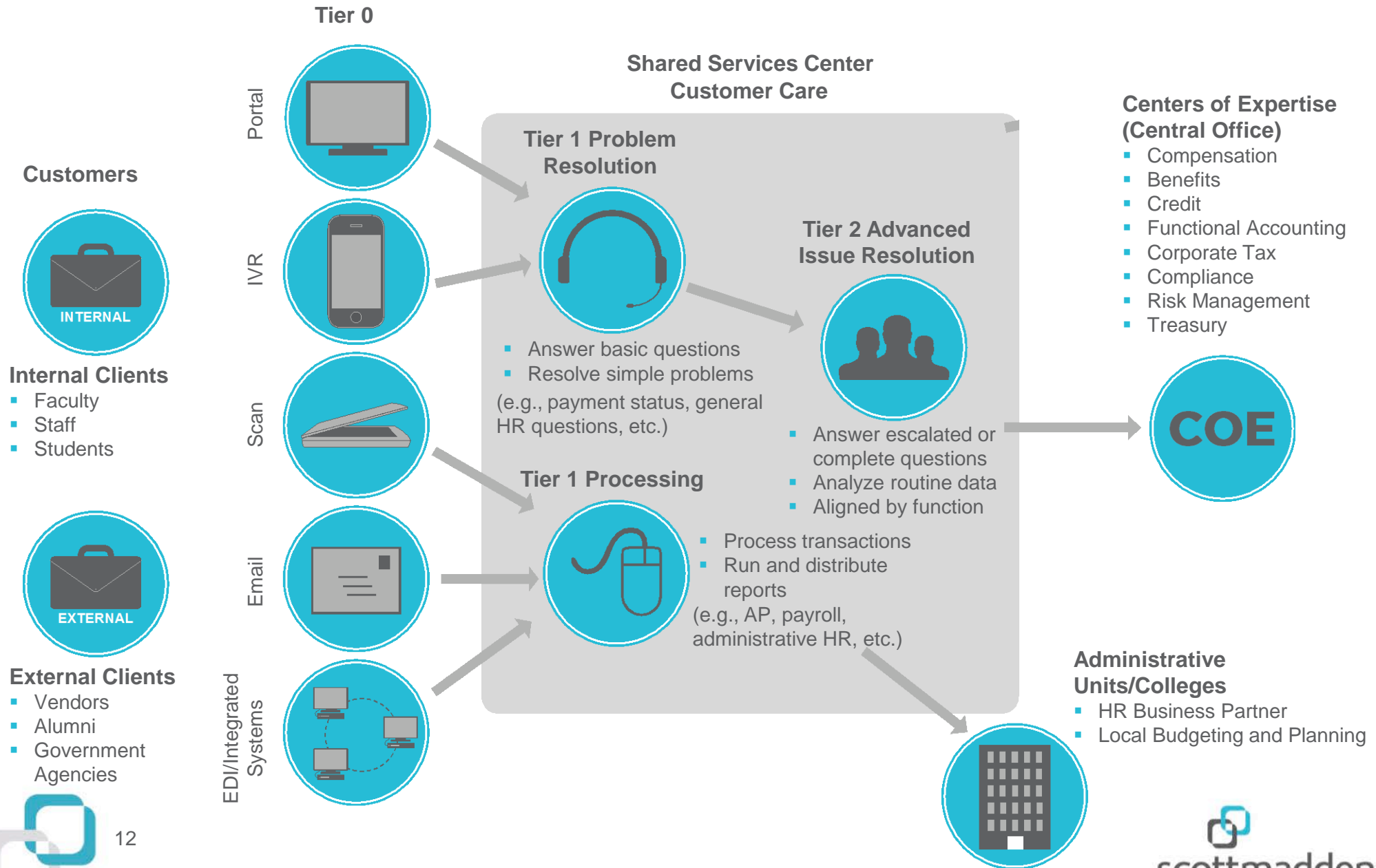


# ScottMadden's Foundational Delivery Model

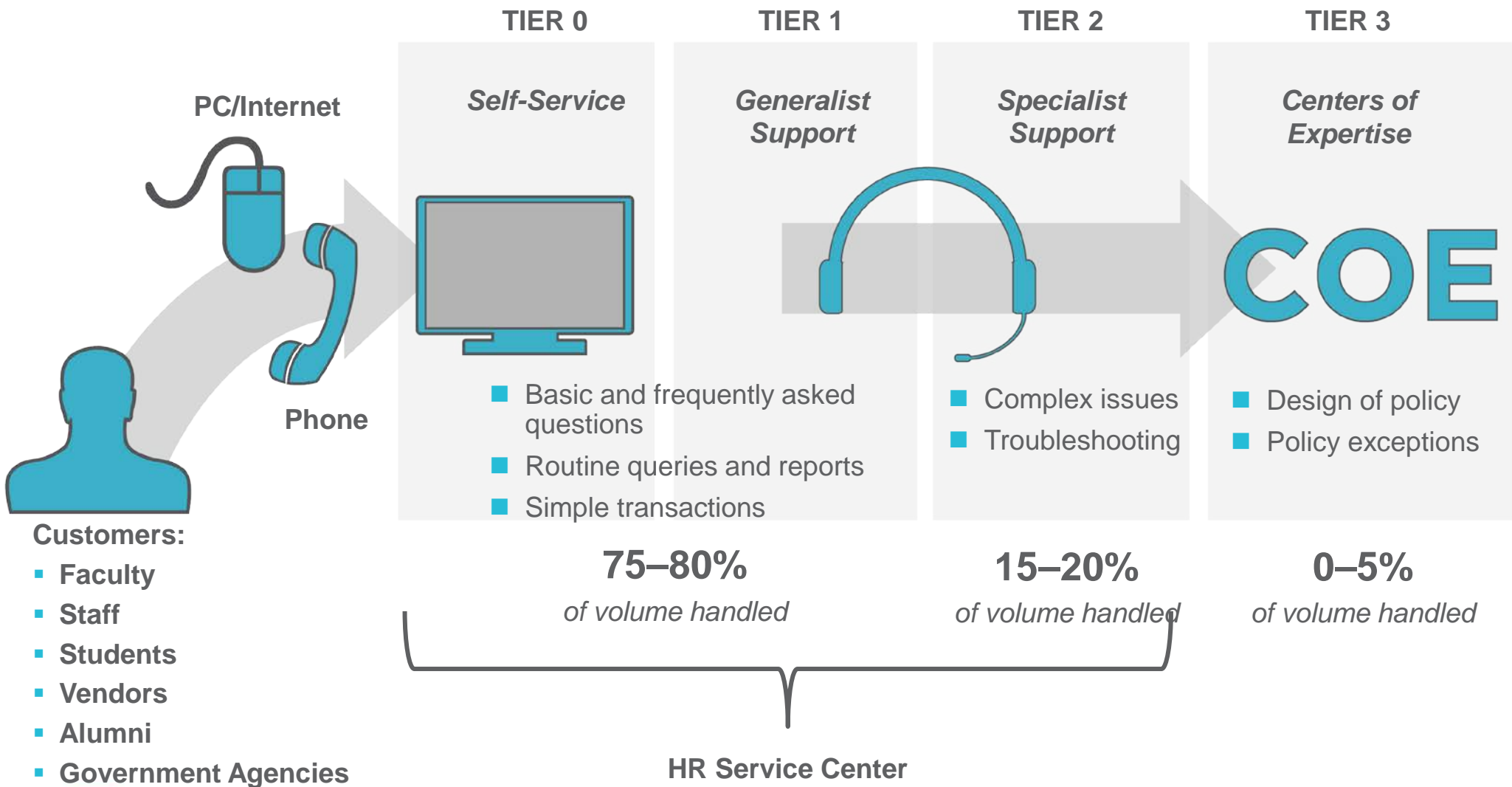
Key tenets of service delivery remain the same, regardless of how the transformation is approached.



# Leading Delivery Model – Finance and HR Example



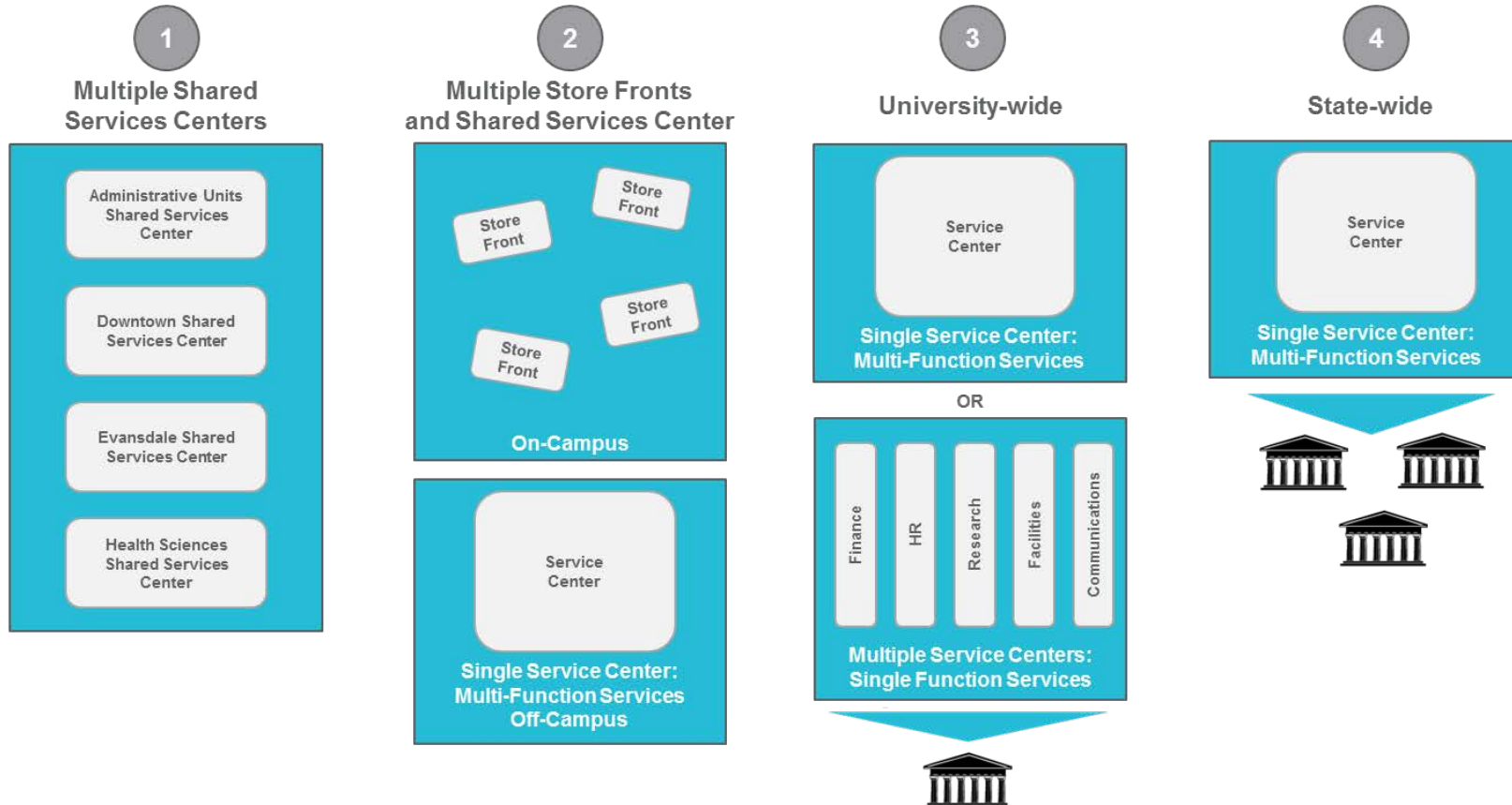
# Leading Delivery Model – Example Path





# Higher Education Shared Services Model

There are a number of shared services models considered in higher education, ranging from multiple shared services centers to a single, uniform model. Ideally an organization evolves to an optimized model.



- Various, multi-function shared services centers placed in strategic locations on campus

- 1 – 3 people in a "store front" serve as a touchpoint for a college/unit or group of colleges/units
- Singular service center provides multi-function support

- A single administrative entity serves the entire university
- Service centers may be single or multi-function

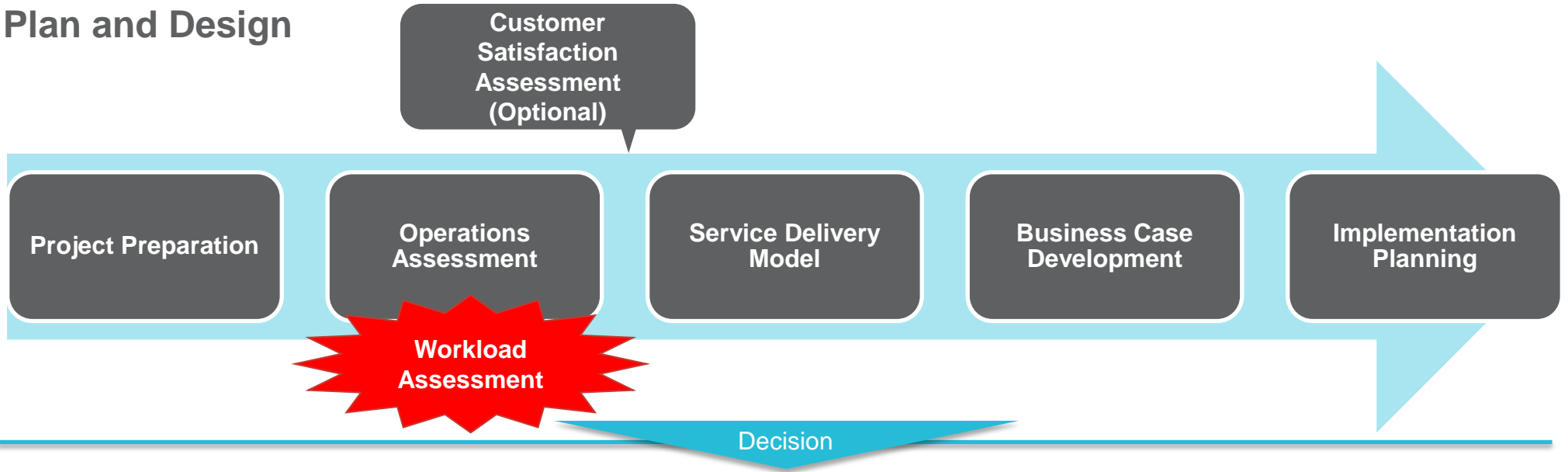
- A single administrative entity serves a collection of higher education institutions within the state

## **Planning Enhanced Service Delivery**

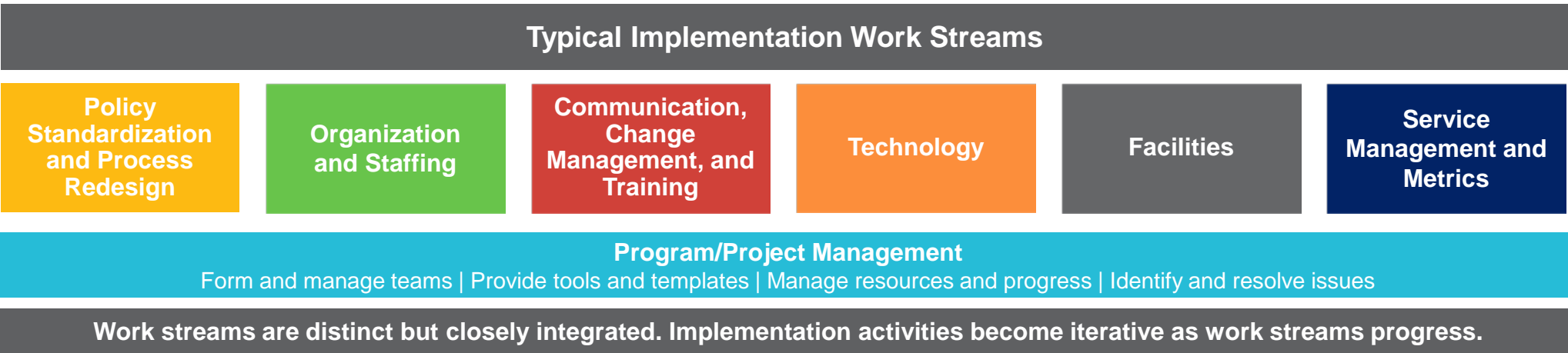


# Planning, Designing, and Building

## Plan and Design

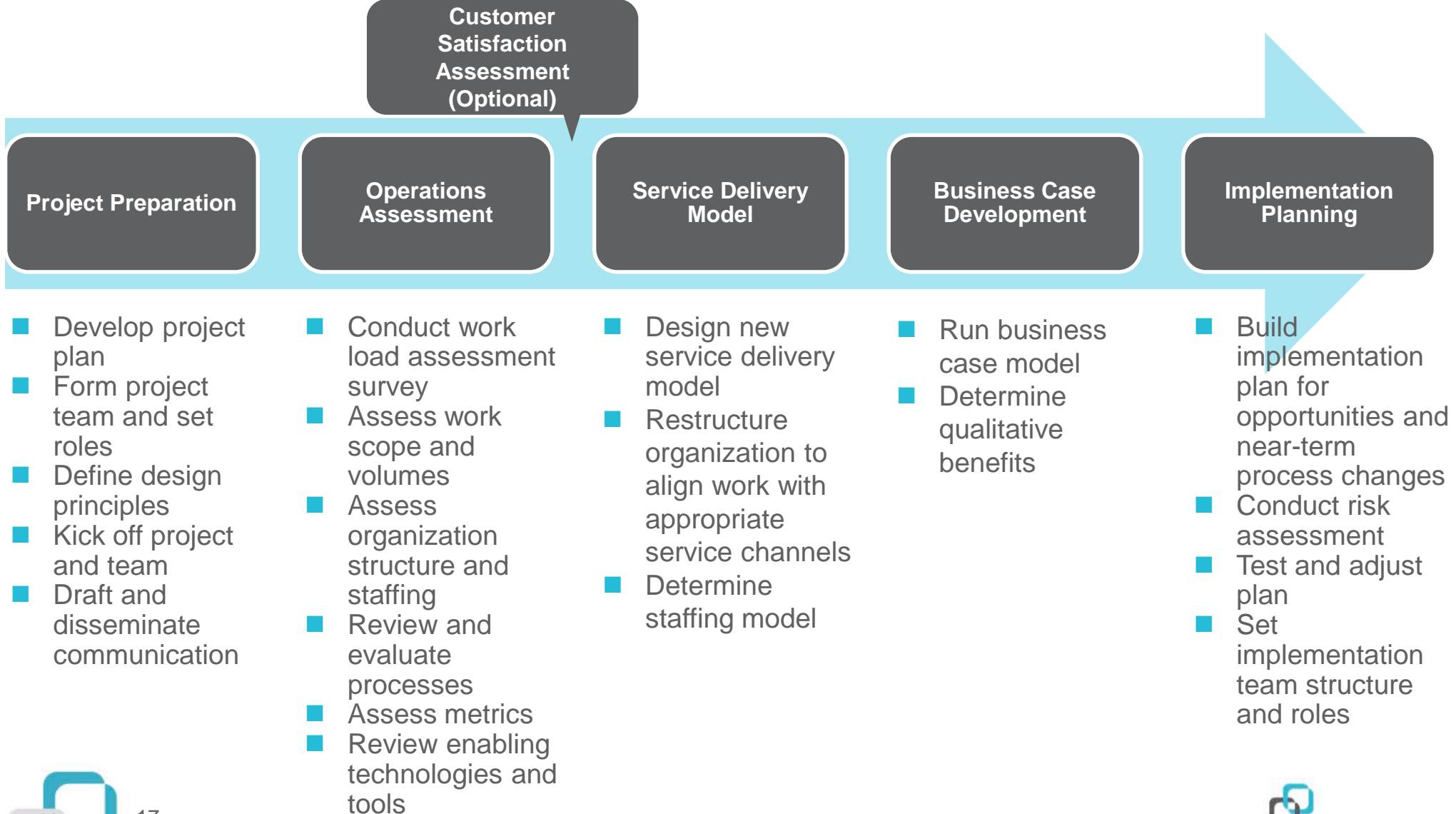


## Implement



# Designing a Leading Practice Model

Fundamental steps to designing a leading practice model include:



# Developing Design Principles

**Design principles can help drive the initial formulation of scope. Examples of guiding principles are:**

- Support the enterprise mission by providing efficient, accurate, value-added services
- Deliver services that are both vertically aligned within functions and horizontally aligned across functions
- Clearly define responsibilities and accountabilities within major processes for service providers and customers
- Create single points of accountability for major processes
- Minimize redundancies, handoffs, and overlaps in processes
- Facilitate information sharing and communication of policies, processes, procedures, and best practice tools and templates
- Reallocate activities to enable functions to provide high-quality service, while leveraging technology and other economies of scale
- Align functional activities to the appropriate skill sets
- Create robust employee development and career pathing program



# Baselining Current State – Work Activity Survey

Prior to designing a future state service delivery model, it is important to have a clear understanding of current state. Typical activities include:

- Compiling and assessing non-labor costs by key category
- Analyzing labor, volumetric, and non-labor data
- Assessing in-scope functional organizational structures
- Identifying and assessing key processes for in-scope functions
- Identifying and analyzing current technologies used across in-scope services

Conducting a workload assessment enables an organization to compare current state activity information to benchmarks to determine improvement opportunities.

**FTE Data Collection Survey**

**Functional Areas**  
Please select the functional areas where you perform work:

**Instructions:**

- Select the functional areas where you perform work by clicking on the box beside each activity.
- Enter numbers in the boxes to the right of each functional area you selected to indicate the approximate percentage of time you spend on that functional area.
  - You should consider all of your time over the course of a year.
  - Numbers between 5 and 100 can be used to indicate a percentage of time.
  - If an activity represents less than 5% of your time it should be shown as 0.

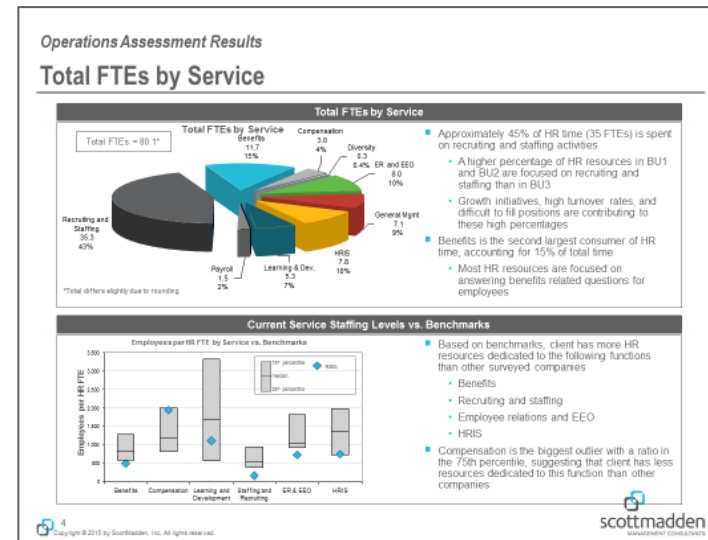
**Notes:**

- Your responses must total 100. If not, you will be prompted to return to the question to make adjustments.
- There is a running total at the bottom of the column to track the time allocation.
- If you delete time from an activity, uncheck the box and put a zero in the % of time field rather than leaving it blank.
- If you need assistance with the survey, please contact Karen Hilton at 919-781-4191.

**Functions**

Functions	% of Time
<input type="checkbox"/> 1. Human Resources <a href="#">Description</a>	
<input checked="" type="checkbox"/> 2. Finance and Accounting <a href="#">Description</a>	100
<input type="checkbox"/> 3. Information Technology <a href="#">Description</a>	
<input type="checkbox"/> 4. Procurement <a href="#">Description</a>	
<input type="checkbox"/> 5. Other <a href="#">Description</a>	
<input type="checkbox"/> 6. General Management <a href="#">Description</a>	

Please click on Total to confirm your time allocation equals and does not exceed 100 before proceeding



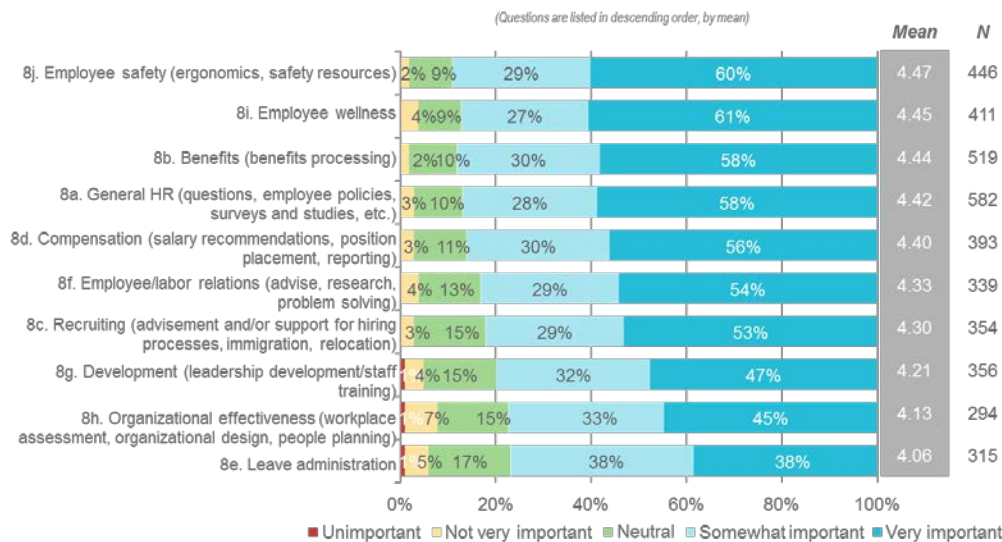


# Baselining Current State – Customer Satisfaction Survey

A customer satisfaction survey can be used to help organizations understand how customers perceive services prior to implementing shared services. The survey establishes the baseline from which to measure future service improvements.

- Provides **quantitative data** to gauge current performance and measure improvement
- Provides **objective feedback** from customers and employees
- Can be used as a **marketing tool** with customers to educate them on service offerings
- **Designed to ensure confidentiality** for respondents
- **Efficient for gathering data** from a large or dispersed population
- Can be **easily be repeated** in the future to measure changes in perceptions

Please evaluate each of the following services in terms of the importance to you as a customer:

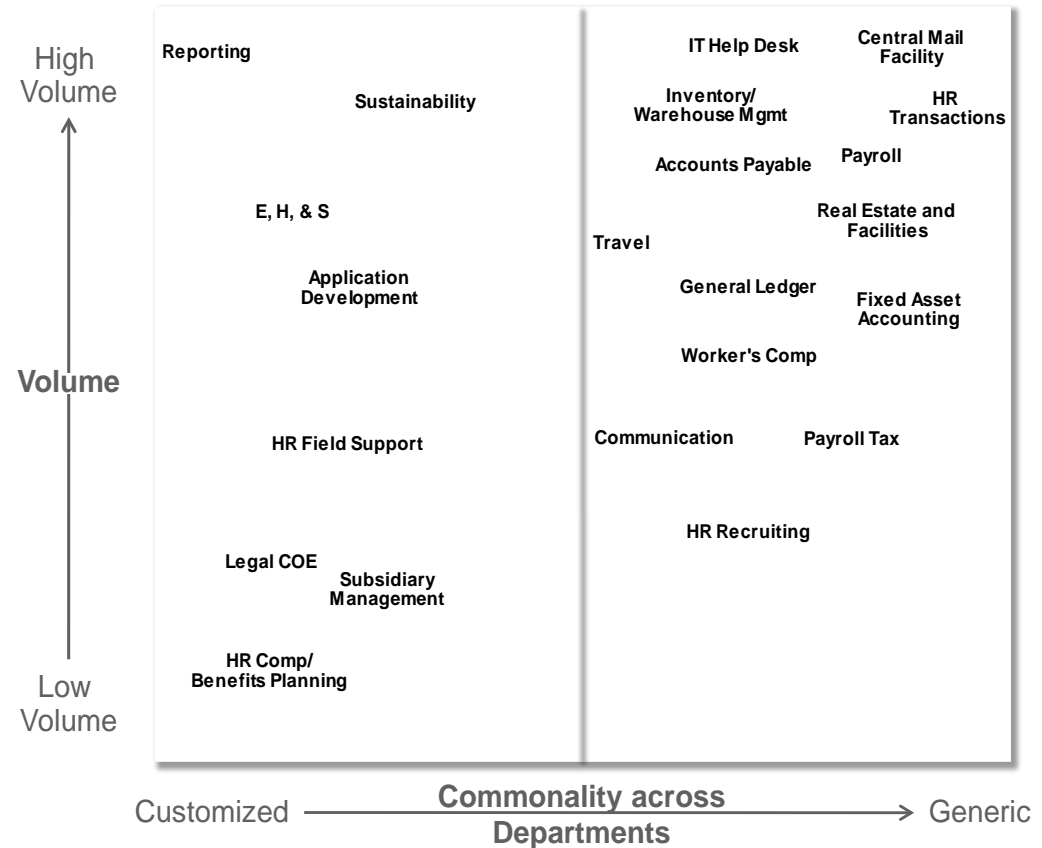


# Keys to Setting Scope for Administrative Services

The scope for each service delivery channel serves as the blueprint for all transformation activities (e.g., design of the future organization, process redesign, and technology design).

## The scope document should:

- Present a detailed picture of whom will perform specific work
- Align with the overall transformation road map
- Depict how work will shift from the current to the future service delivery model
- Include work owned by third-party providers
- Validate functionality of planned technologies
- Be socialized with key leaders and constituencies



# Keys to Setting Scope for Administrative Services (Cont'd)

**Administrative service offerings (functions) consist of various activities that may be handled by different service owners (channels). An example is outlined below.**

Service	Activity	Shared Services Center	Centers of Expertise (Central Office)	Administrative Units/Colleges (e.g., HR Business Partner)
Research	Pre-Award	<ul style="list-style-type: none"> <li>Support PI in proposal development process</li> <li>Conduct internal review process</li> <li>Conduct contract development process</li> <li>Conduct award finalization process</li> <li>Complete grant application submissions</li> </ul>	<ul style="list-style-type: none"> <li>Maintain relationship with agencies</li> </ul>	<ul style="list-style-type: none"> <li>Assist PI with proposal and application development</li> </ul>
Finance and Accounting	Procurement	<ul style="list-style-type: none"> <li>Facilitate all purchases</li> <li>Conduct vendor selection</li> <li>Set up vendor and maintain database</li> <li>Determine employee or contractor status</li> <li>Issue purchase orders</li> </ul>	<ul style="list-style-type: none"> <li>Maintain overall vendor relationships and oversight of procurement process</li> <li>Enable strategic oversight of institutional procurement</li> </ul>	<ul style="list-style-type: none"> <li>Identify purchasing needs</li> <li>Provide relevant information in response to service center inquiries</li> </ul>



# Determine Staffing Model

Two primary staffing approaches, including a hybrid of both, exist in higher education.

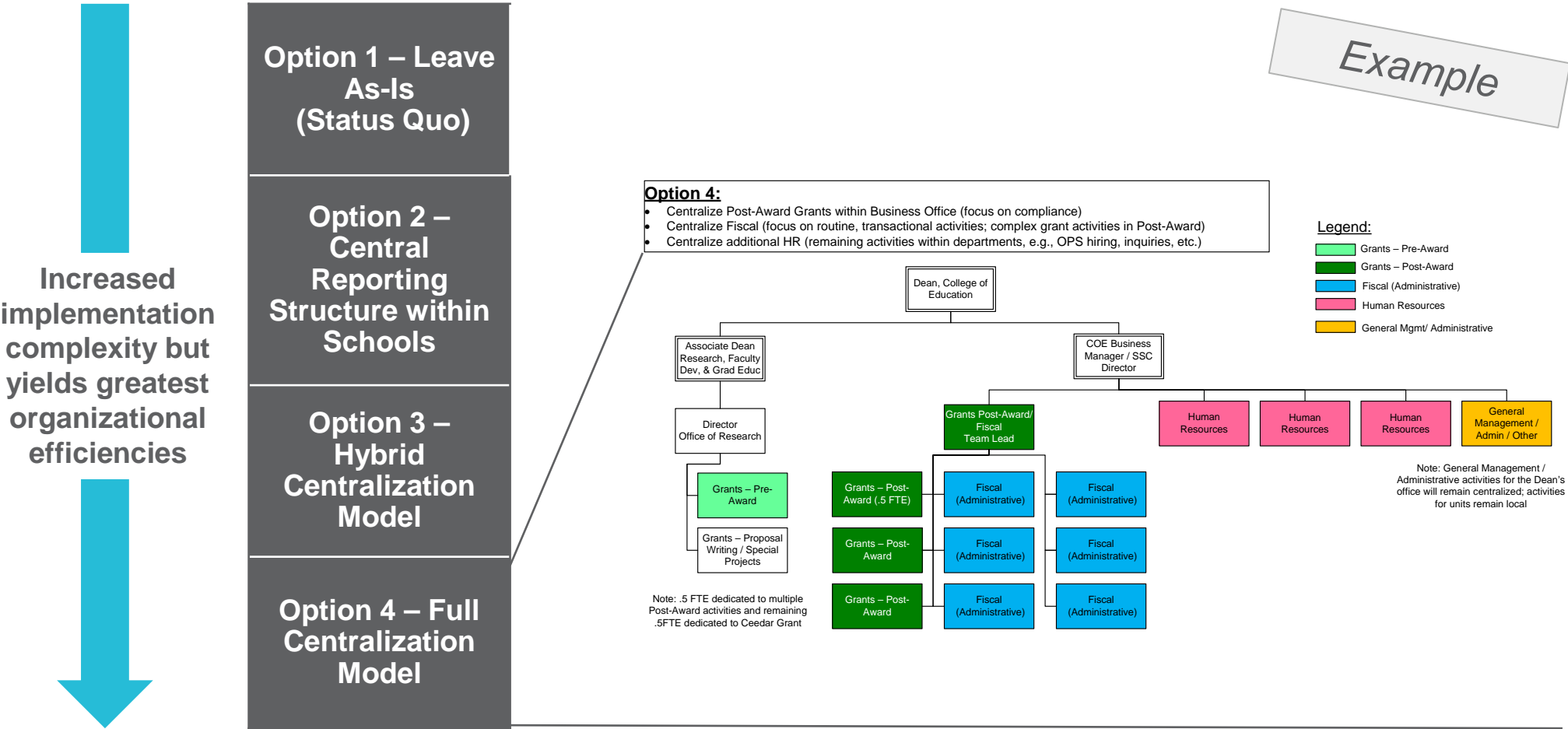
Staffing Model Option	Description	Advantages	Disadvantages
"Lift and Shift"	<ul style="list-style-type: none"><li>■ Determines which processes are moving to the service center and transitions the resources currently handling those processes to ensure coverage</li></ul>	<ul style="list-style-type: none"><li>■ Least disruptive option for existing staff</li><li>■ May result in excess resource capacity that can be utilized for implementation activities and future service expansion</li></ul>	<ul style="list-style-type: none"><li>■ May result in overcapacity</li><li>■ May transition resources that are not best-qualified</li><li>■ May result in performance management issues</li><li>■ Highest cost option</li></ul>
"Clean and Bring"	<ul style="list-style-type: none"><li>■ Determines actual resources required to staff organization</li><li>■ Conducts structured selection process</li><li>■ Selects qualified candidates</li></ul>	<ul style="list-style-type: none"><li>■ Aligns organization with actual staffing requirements</li><li>■ Ensures best-fit resources</li><li>■ Most cost-effective approach</li></ul>	<ul style="list-style-type: none"><li>■ More disruptive to staff (potential redeployment of staff outside of organization)</li></ul>

  
**Recommended Model**



# Developing Organizational Options

Organizational design options should be developed to create a streamlined/efficient structure and build a foundation for ongoing customer service improvements.



# Policy and Process Harmonization

As policies and processes are inventoried and evaluated for consistency, potential improvement opportunities should be identified and tracked.

Finance Policy Topics	Create (1)	Revise (11)	Remove (6)	No Changes (18)
<b>General Accounting</b>				
Safe disclosure				✓
Write-off of valueless assets			✓	
Asset management	✓			
Disposals of surplus assets			✓	
Fixed-asset – inventory control			✓	
Property used off-campus			✓	
<b>Treasury and Pensions</b>				
Investment income allocation and spending policy		✓		

Continuous improvement should be ingrained into the culture. When implementing change, follow a structured approach to ensure:

- Change management steps, such as communication, education, and training, are executed
- Process flows and supporting documentation are properly maintained (e.g., forms)
- Knowledgebase content is updated to reflect the process changes
- Organizational impacts are taken into account



# Technology Adoption and Installation

**Technology will be required to support the transformed delivery model in order to manage customer requests, document inquiries, and provide solutions or execute transactions.**

Technology	Does it exist in-house or need to purchase?
Automated Call Distribution System	
Interactive Voice Response	
Computer Telephone Integration	
Case Tracking	
Information Repository (Knowledgebase)	
Document Management and Workflow	
Reporting	

## After the technology is selected:

- Develop requirements
- Configure and install technology
- Design and build integrations (if required)
- Build test plans and scenarios
- Complete all required testing and training

# Business Case Approach

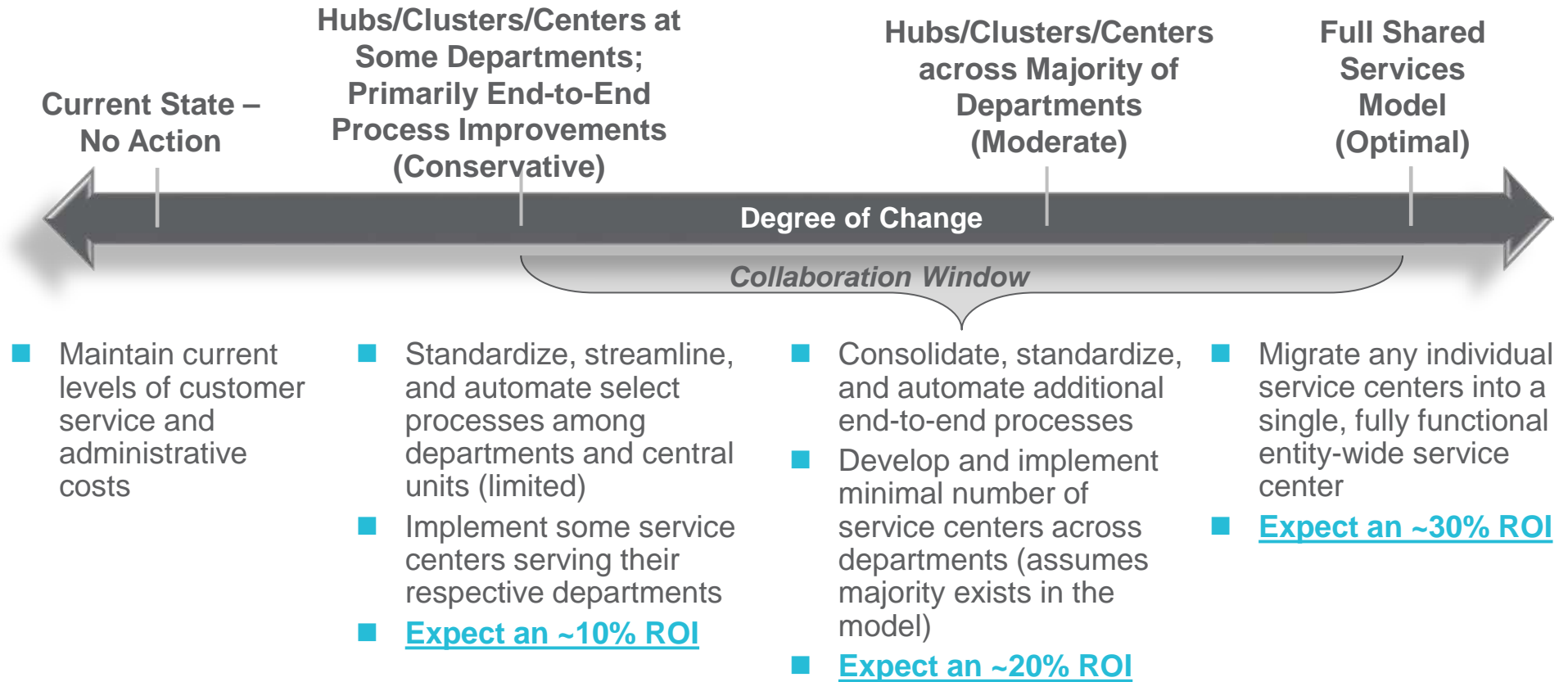
It is important to create a business case prior to implementation of a new service delivery model.

Typical business case development approach:



# Business Case – Quantifying Potential Savings

The degree of change will impact the amount of savings that can be expected.



# Business Case – Quantitative and Qualitative Benefits

**Both quantitative and qualitative benefits should be documented.**

## *Example quantitative benefits:*

- For organizations interested in achieving savings through headcount reductions, typical savings include:
  - 70–75% of total savings are derived from labor
  - 15–30% reduction in headcount is typical
- Technology savings
  - Retirement of older or unused technology
  - Reduction in instances, licenses, maintenance, and support costs required for given technologies
- Vendor savings: Consolidation and optimization of contracts
- Site savings: Departure from costly building/lease



## *Example qualitative benefits:*

- Enables strategic growth with proportionately less growth in administrative functions
- Empowers strategic decision making
- Reduces overall operating costs
- Offers a platform for expansion
- Streamlines processes
- Increases speed and accuracy of information
- Stresses standardization, documentation, measurement, and reporting, which greatly improves internal controls and reduces risk
- Provides consistent and accurate information from a continuously updated knowledgebase
- Enables cross-training and cross-coverage
- Enhances customer service/continuous improvement



# Building the Road Map for Implementation

**Building a road map ensures the entity transforms in a methodical and sustainable manner.**

- Continue to push changes and improvements long after the first wave of transformation is completed
- Ensure that the continued transformation is well thought-out, funded, and sponsored through development of a comprehensive road map
- Decide on implementation phasing to support overall objectives

#	Initiative	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016
<b>Standardize and Develop Policies, Processes, and Procedures</b>								
5.0	<b>Create single set of standard policies, processes, and procedures (PPPs) across schools</b>							
5.1	Inventory existing PPPs and identify need for new PPPs							
5.2	Define hierarchical structure (over-arching category / function for documents to be organized into)							
5.3	Determine where PPPs will be centrally located and structure site/folders accordingly							
5.4	Create plan for document completion (i.e., prioritize order of completion)							
5.5	Develop, implement, and communicate PPPs							



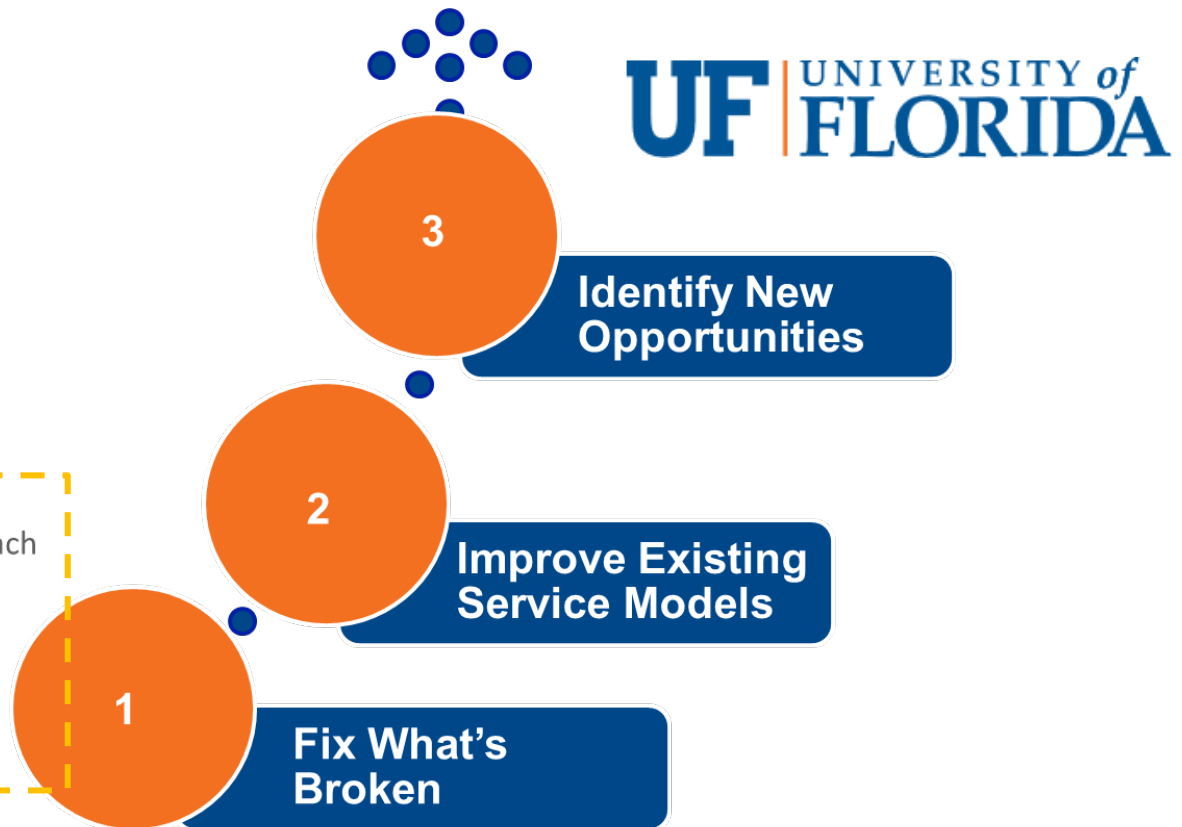
# Example: University of Florida Resetting the Strategy

As the University of Florida planned for implementation of shared services, it knew that it had to reset its strategy to be successful.

The new strategy followed a three-pronged approach.

## Evolutionary Approach to A Continuous Improvement Culture

- No top-down mandate
- Grass roots, evolutionary approach
- Near-term goal for improved service and compliance
- Long-term vision of continuous improvement culture
- Incremental changes





**Implementing the Change**



# Implementation Work Streams

## Typical Implementation Work Streams

Policy Standardization and Process Redesign	Organization and Staffing	Communication, Change Management, and Training	Technology	Facilities	Service Management and Metrics
<ul style="list-style-type: none"><li>• Inventory processes</li><li>• Document current state</li><li>• Determine future process requirements</li><li>• Redesign, test, and document future state</li><li>• Develop maintenance frameworks</li><li>• Set process owners</li><li>• Link to training and technology</li></ul>	<ul style="list-style-type: none"><li>• Design organizational structure</li><li>• Define jobs</li><li>• Acquire or create job descriptions</li><li>• Price positions</li><li>• Plan selection method</li><li>• Post jobs</li><li>• Evaluate candidates</li><li>• Select candidates</li><li>• Manage transitions</li></ul>	<ul style="list-style-type: none"><li>• Assess impact of overall change on stakeholder's groups</li><li>• Build awareness</li><li>• Build, execute, and monitor communication plan</li><li>• Create and launch marketing campaign</li><li>• Assess training and education needs</li><li>• Build plan</li><li>• Conduct training and education</li></ul>	<ul style="list-style-type: none"><li>• Evaluate technology needs</li><li>• Develop requirements</li><li>• Develop architecture</li><li>• Select and purchase technologies</li><li>• Install, design, configure, and test new technologies</li><li>• Develop and implement knowledgebase</li></ul>	<ul style="list-style-type: none"><li>• Select site</li><li>• Determine requirements and design facility</li><li>• Construct or renovate</li><li>• Order and install equipment</li><li>• Move in</li><li>• Develop business continuity plan</li></ul>	<ul style="list-style-type: none"><li>• Design chargeback model</li><li>• Test chargeback model and prepare for go-live</li><li>• Create operating budgets for the new delivery model</li><li>• Develop service level agreements</li><li>• Develop operational processes</li><li>• Develop metrics</li></ul>

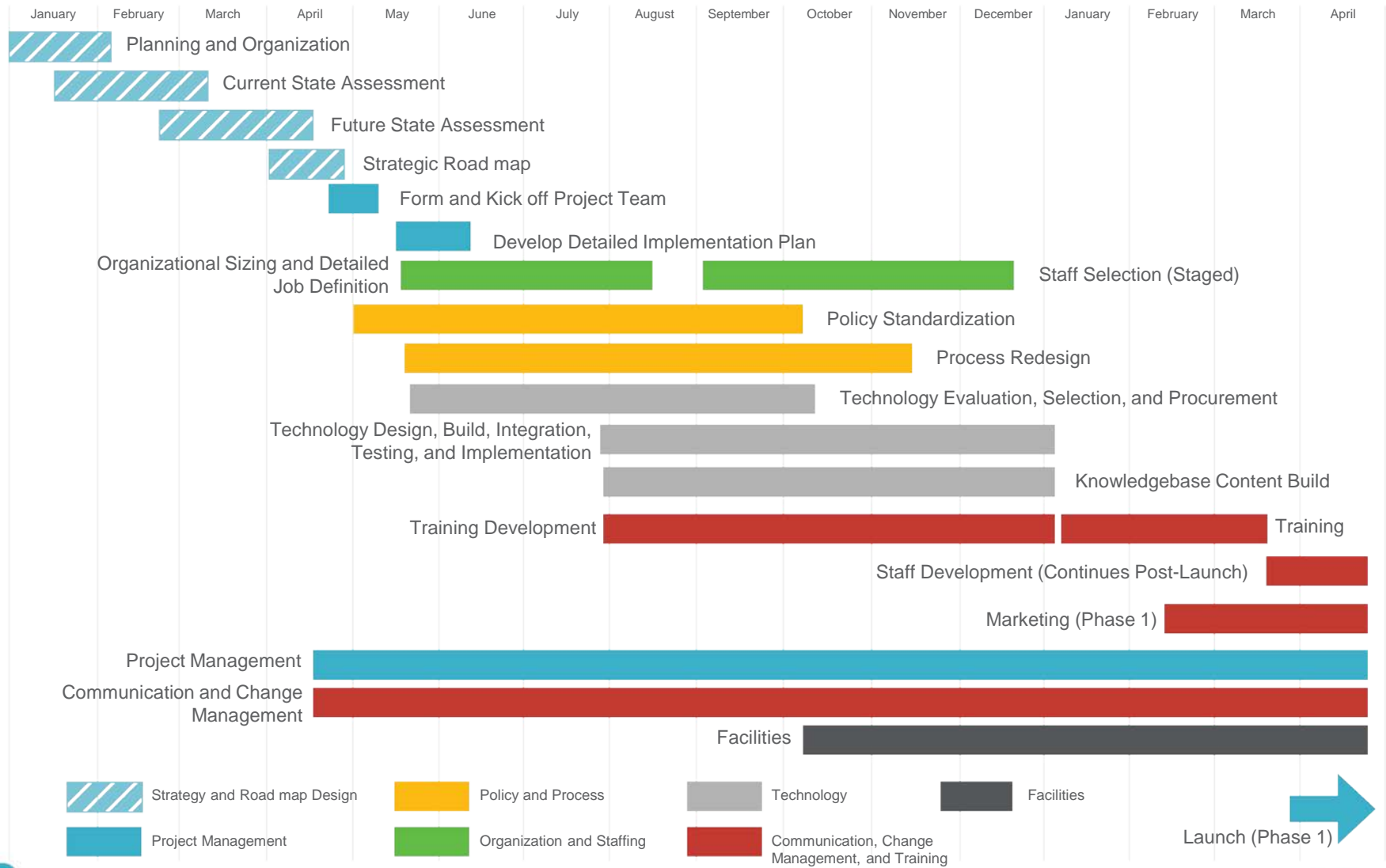
## Planning and Project Management

Work streams are distinct but closely integrated and dependent upon one another. Implementation activities become iterative as work streams progress.



# Example: Project Timeline

Developing a high-level work plan is essential for outlining upcoming project activities, understanding resource requirements, and communicating expectations to team members, sponsors, and stakeholders.



# Determine Level of Effort Required

	Task Name	% Complete	Duration	Start	Finish
286	4.5.6 Post new or unfilled positions	0%	36 days	Mon 5/2/16	Mon 6/20/16
287	4.5.6.1 Post job descriptions for remaining positions	0%	5 days	Mon 5/2/16	Fri 5/6/16
288	4.5.6.2 Select for unfilled positions	0%	31 days	Mon 5/9/16	Mon 6/20/16
289	4.5.6.2.1 Interview and evaluate candidates	0%	10 days	Mon 5/9/16	Fri 5/20/16
290	4.5.6.2.1.1 Screen candidates for each position	0%	5 days	Mon 5/9/16	Fri 5/13/16
291	4.5.6.2.1.2 Interview and evaluate top candidates against established position requirements	0%	5 days	Mon 5/16/16	Fri 5/20/16
292	4.5.6.2.1.3 Rank candidates based on evaluation scores	0%	5 days	Mon 5/16/16	Fri 5/20/16
293	4.5.6.2.1.4 Determine best-fit and back-up candidates	0%	5 days	Mon 5/16/16	Fri 5/20/16
294	4.5.6.2.1.5 Submit evaluation materials	0%	5 days	Mon 5/16/16	Fri 5/20/16
295	4.5.6.2.2 Conduct selection meeting	0%	5 days	Mon 5/23/16	Fri 5/27/16
296	4.5.6.2.2.1 Present best-fit and back-up candidates	0%	5 days	Mon 5/23/16	Fri 5/27/16
297	4.5.6.2.2.2 Solve overlaps and/or implications	0%	5 days	Mon 5/23/16	Fri 5/27/16
298	4.5.6.2.2.3 Conduct fail safe review of open positions	0%	5 days	Mon 5/23/16	Fri 5/27/16
299	4.5.6.2.2.4 Finalize decisions	0%	5 days	Mon 5/23/16	Fri 5/27/16

Work Stream	Activity	Admin SMEs	College Staff	Faculty	Timeframe	Support Estimates
Policy Standardization and Process Redesign	Policy workshops	●	●		2015: Sept-Oct	~20 people per functional area
	Policy documentation updates	●●			2015: Oct-Dec	~10 people per functional area
	Process workshops	●	●●		2015: Sept-Nov	~20 people per functional area
	Validation sessions	●	●	●	2015: Nov	~20 people per functional area
	Process enabler implementation	●●			2016: Jan-April	~10 people per functional area
	Service level agreement (SLAs) development	●	●	●	2016: Feb	~10 people per functional area

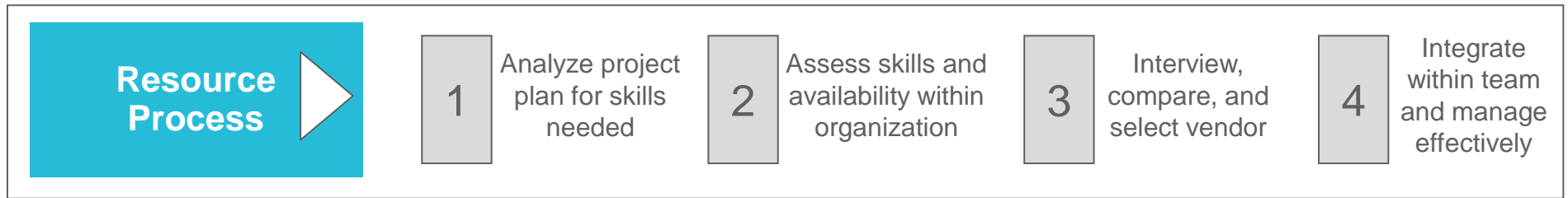
## When developing the implementation plan:

- Include major:
  - Processes
  - Activities
  - Tasks
  - Durations
- Factor in internal dependencies and external constraints
- Determine level of effort by month and by task. Resource loading is critical for staffing and managing the project

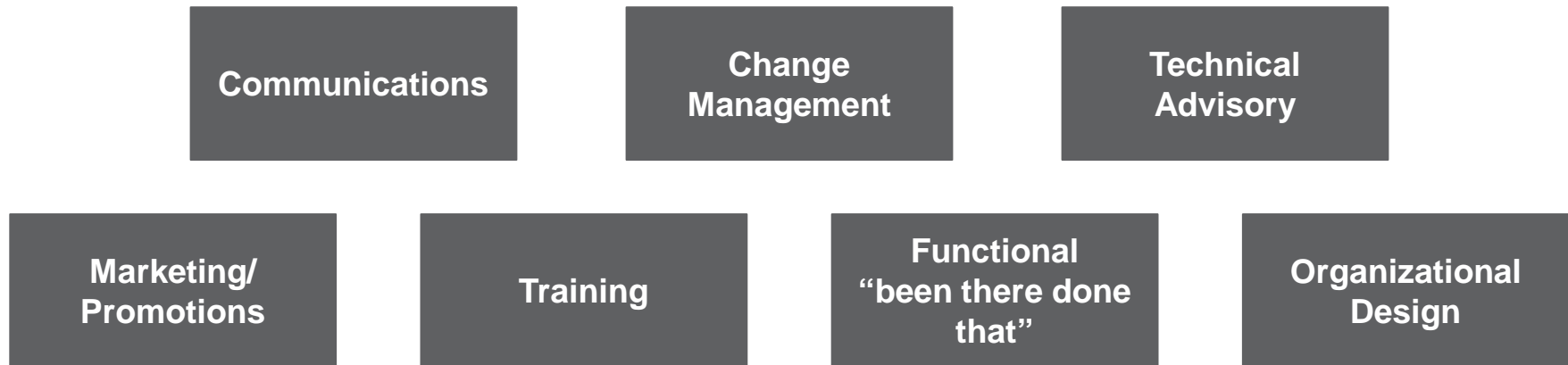


# Securing External Resources

When the organization does not have the skills or resource availability to fully support the project, supplement the project team with external resources.



External assistance typically added to the project team:



**Effective Governance**



# Governance Overview

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## **A governance body provides a setting to:**

- Gain buy-in and validation for the project / approaches
- Discuss escalated issues (e.g., a college does not want to relinquish specific activities to the service center that other colleges are transitioning) and make decisions

**ScottMadden has found it to be most effective to have a governance body made up of a mix of leaders/customers from the colleges (e.g., Deans, COO) and leaders from the functions that are going live (e.g., HR leaders).**

**Effective governance is one of the key elements to success for a shared service**



# Governance Example: University of Saskatchewan

The University of Saskatchewan developed the following guiding principles to drive its governance approach.

## Customers Drive Requirements

- Governance body led by deans (deans represent customer groups)
- Governance body led by the central administration units (i.e., led by those providing the service rather than those who will be receiving it)

## Stable / Lean Governance Body

- Select deans that could serve on the governance body through the implementation (i.e., important to have continuity in the governance body)
- Governance body to make decisions without a lot of 'committee navigation'

## Collaborative Design Process

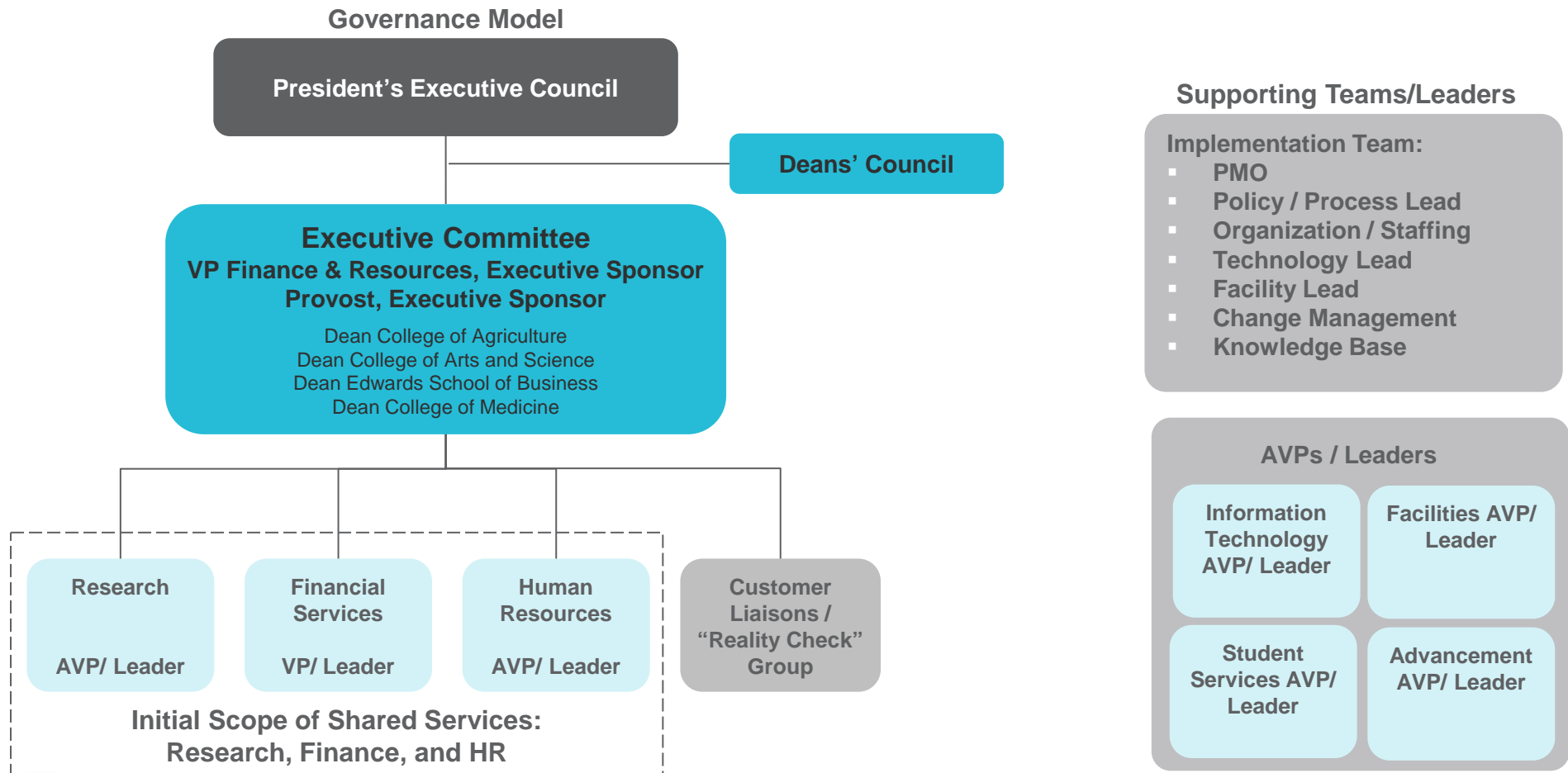
- Utilize a collaborative approach ("do it with us, not to us") by actively engaging customers and staff in the design process
- Actively seek feedback





# Governance Example: University of Saskatchewan (Cont'd)

The University of Saskatchewan set up an executive committee to provide overall governance acting as the decision-making body; however, it also set up several additional bodies to ensure that it was obtaining feedback and gaining buy-in with additional populations across campus.



# Governance Example: University of Saskatchewan (Cont'd)

**University of Saskatchewan effectively acted upon feedback obtained through their governance model. Rather than conduct ineffective mass emails, the university:**

- Met with deans one-on-one
- Conducted focus groups with faculty, staff, and students
- Conducted a customer service satisfaction survey
- Conducted open forums across campus
  - Some targeted (e.g., Deans' Council)
  - Others open (e.g., invited anyone on campus to attend)
- Presented at targeted leadership meetings
- Conducted policy and process workshops and process validations session with a broad sampling of staff and faculty campus-wide
- Created website to post videos of open forums, answers to FAQs, highlight the project team, etc.

**The University effectively leveraged its governance body to “listen, learn, and adapt” its approach to be more targeted and personal in the shared services model**



# Governance Example: West Virginia University

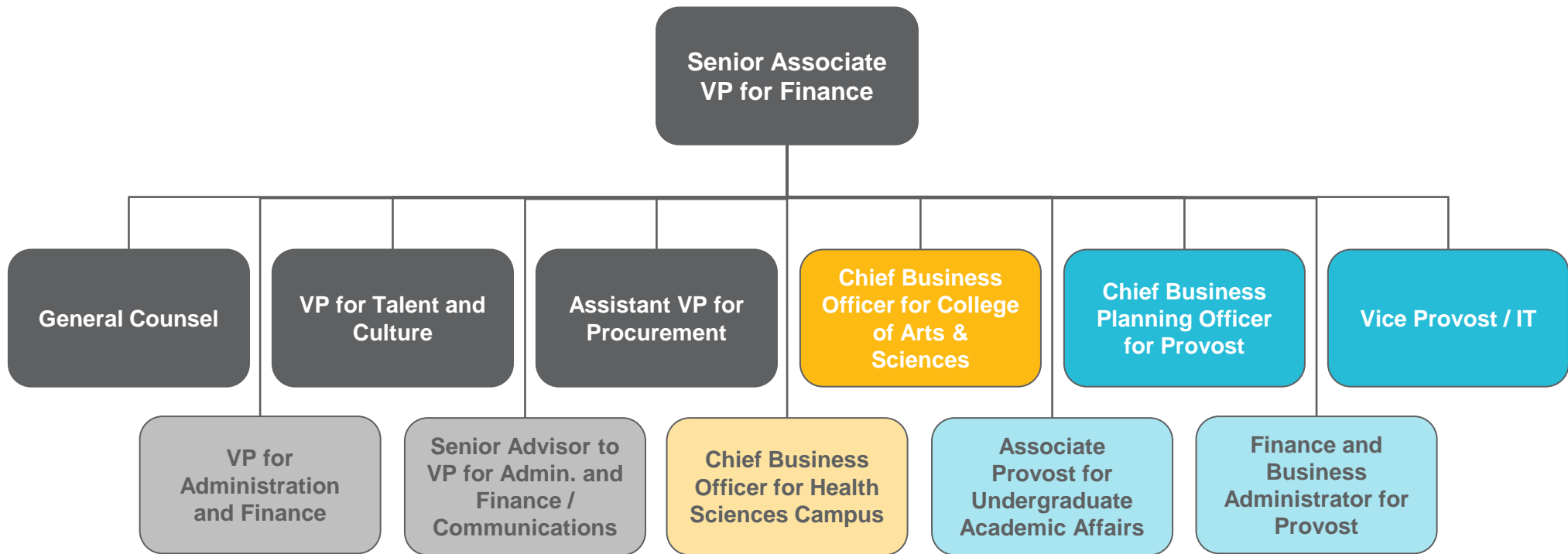
Due to significant budget cuts at the state level, this university formed 12 “Transformation Teams” to develop and implement strategies that will lead to the effective management of resources and provide for transformative growth across the entire university.

- |  |  |
|--|--|
| 1 Update Financial Assumptions                 | 7 Generate/Expand Non-Research Revenue         |
| 2 Review the Position Management Protocols     | 8 Increase Research Revenue and/or Cut Costs   |
| 3 Utilize Available Foundation Funds           | 9 Decrease Events and Events Positions         |
| 4 Simplify and Standardize Business Functions  | 10 Implement Behavior-Based Utility Management |
| 5 Coordinate Student Academic Support Services | 11 Review Courses to Improve Student Outcomes  |
| 6 Evaluate Supervisory Positions               | 12 Review Graduate Student Funding Mechanisms  |






# Governance Example: West Virginia University (Cont'd)




The governance body for Transformation Team #4 is comprised of a diverse set of leaders from across campus, which has made decision making efficient and balanced.



## Primary Participants

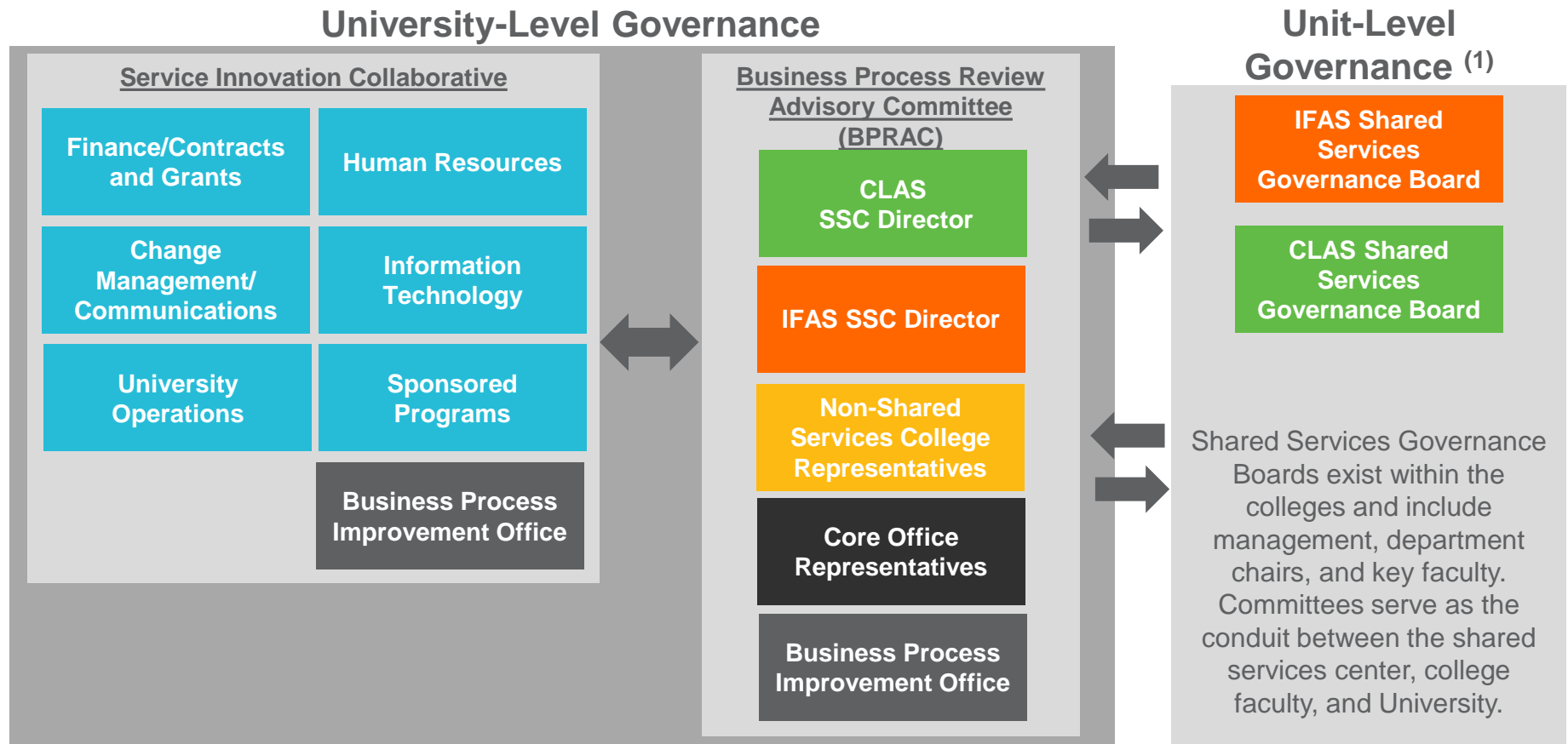
-  Central Administration Representation
-  College Representation
-  Provost Office Representation

## Secondary Participants

-  Central Administration Representation
-  College Representation
-  Provost Office Representation

# Governance Example: University of Florida

“The Board should be used to fulfill the original purpose of evaluating needs, setting direction, and monitoring performance against direction. Executive sponsorship must remain strong, both within the Core Office and the colleges where shared services currently exist (IFAS, CLAS, Education, Pharmacy)...without sponsorship, the long-term vision cannot be achieved.”



# Governance Example: University of Florida (Cont'd)

**“The Governance Board should set the standards and hold process owners accountable for delivering on those standards (e.g., execute the process owner framework).”**

## University-Level Governance Board: Business Process Improvement (BPI) Office

Purpose	Roles
<p>The BPI Office will:</p> <ul style="list-style-type: none"> <li>■ Analyze administrative processes to achieve effectiveness and efficiency in day-to-day operations</li> <li>■ Create a service-focused organization for faculty, staff, and students</li> <li>■ Align Core Offices and campus units more closely together—develop processes which meet the needs of both</li> <li>■ Manage risk based on a balanced risk/benefit approach</li> <li>■ Leverage technology</li> </ul>	<p>The BPI Office will:</p> <ul style="list-style-type: none"> <li>■ Perform reviews of the University's business processes</li> <li>■ Recommend process changes and improvements</li> <li>■ Coordinate process improvement initiatives</li> <li>■ Conduct project success reviews</li> <li>■ Consult with college and department administrative units to: <ul style="list-style-type: none"> <li>• Analyze departmental procedures</li> <li>• Evaluate workloads and staffing levels</li> <li>• Identify potential opportunities for improvements and efficiencies</li> <li>• Coordinate departmental support visits</li> <li>• Serve as liaison between CFO units and campus units</li> </ul> </li> </ul>

## University-Level Governance Board: Business Process Review Advisory Committee (BPRAC)

Purpose	Roles	Membership
<p>BPRAC serves in an advisory capacity to the University's Vice President and CFO, providing governance over the CFO's business process improvement initiatives and the work effort of the CFO's Business Process Improvement office. The primary focus areas for these process improvement initiatives are University administrative leading practice activities.</p>	<p>BPRAC will assist in:</p> <ul style="list-style-type: none"> <li>■ Identifying problematic business processes perceived to be inefficient, ineffective, or unnecessary</li> <li>■ Prioritizing business process improvement initiatives</li> <li>■ Leading the development of University “best practices”</li> </ul>	<p>The committee will consist of a broad cross-section of University representatives involved in administrative activities from colleges, departments, and core administrative offices.</p>

**Breaking Down the Barriers**



# Build Detailed Change Management / Communications Plan

Change management and communication must occur throughout the project and be targeted and thoughtful.

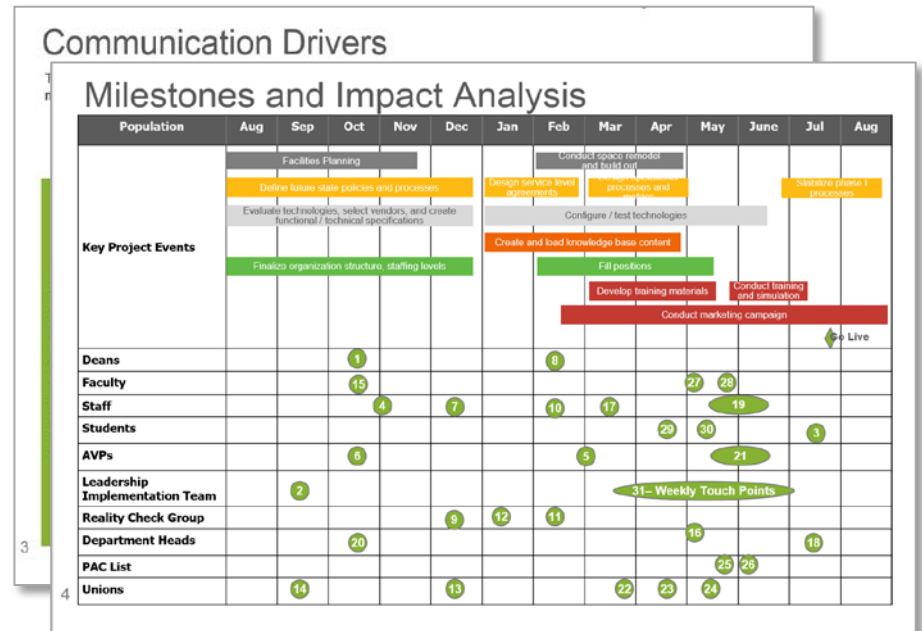
## Conduct a Stakeholder Analysis

Target Impact and Planning Chart

The chart that follows outlines the primary stakeholders across campus. A communications approach is specified next to each group or individual.

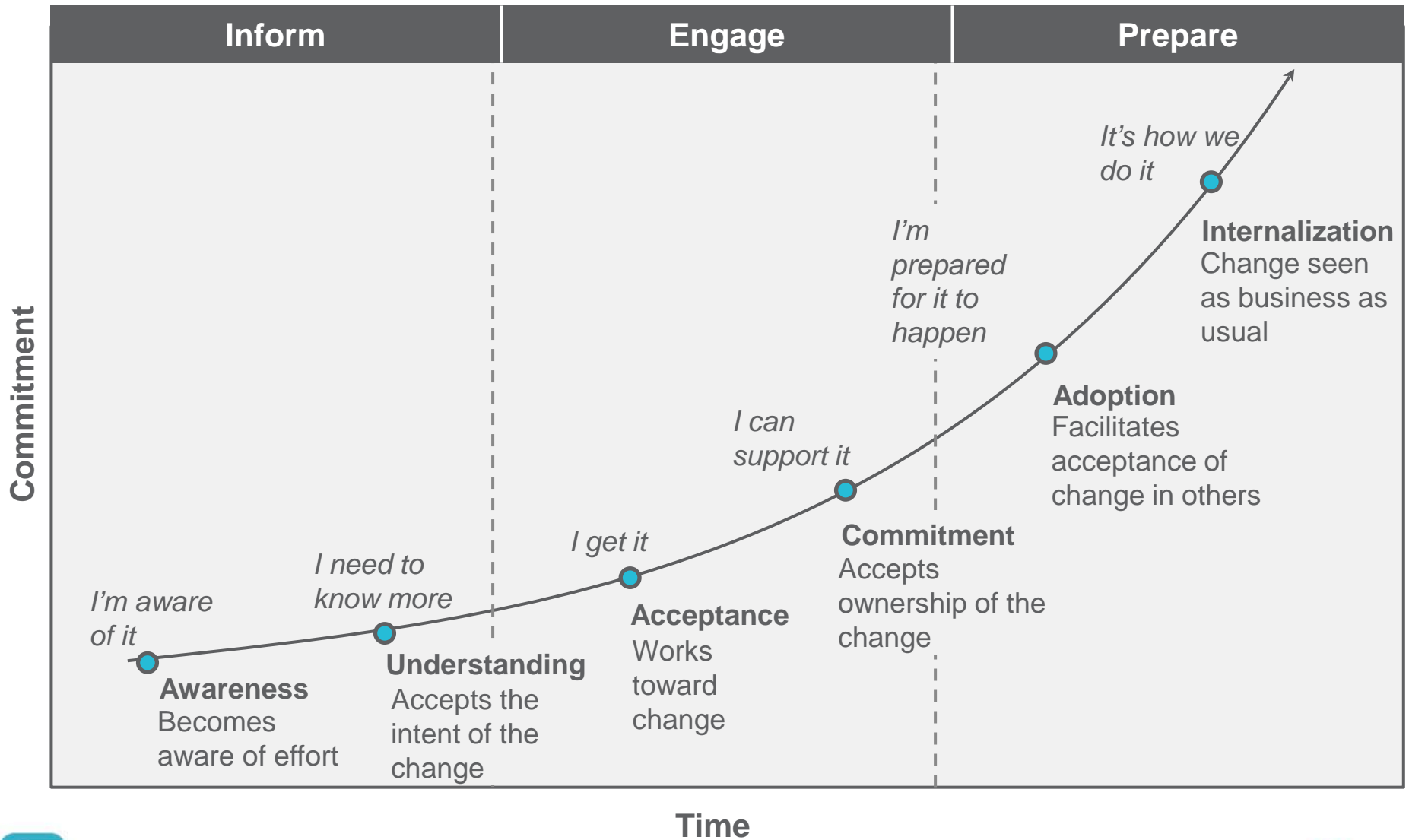
Stakeholder Individual / Group	Desired Role	Assessment of Current State (+/-/0)	Reason for Current State / Comments	Degree of Impact (H,M,L)	Involvement Approach	Responsible Party
Deans	Target Group	+	With the official project sign-off by the Deans' Council in June, the overall positive support by the Deans has been registered; however, there are some individuals in the group that require additional attention in order to ensure a positive message is being conveyed to their respective colleges	High	<ul style="list-style-type: none"><li>Attend Deans' Council meetings</li><li>Meet 1:1 to reach those not in attendance at meetings</li></ul>	Project Lead
Faculty	Target Group	-	Faculty are typically resistant to change. There has been past experience with amalgamating administrative support within a college. Work to date in meeting with faculty has been generally positive, and they seem to understand why the change, but more work will have to be done to have faculty specific communications, sharing of success stories, metrics, and possible involvement in the vetting of communications/change initiative will be key	High	<ul style="list-style-type: none"><li>Invite open forums</li><li>Incorporate faculty representatives into process validation work</li><li>Publish monthly articles reporting project progress</li></ul>	Project Lead, Process Lead, Communications Lead
Staff	Target Group	-	There was a void of communication early in the implementation; however, gaining the staff buy-in sooner rather than later will not only allow them to feel more comfortable with the future state, it will also allow them to influence the faculty of the same. Frequent communication and more intimate opportunities for staff to be directly involved with the project should be offered	High	<ul style="list-style-type: none"><li>Appoint staff to serve as Subject Matter Experts (SMEs) and participate in process workshops</li><li>Invite all staff to open forums</li><li>Publish monthly articles reporting project progress</li></ul>	Project Lead, Process Lead, Communications Lead
Students	Advocate	+	There has been a lot of criticism of current service levels. Any indication of change that increases the student experience, and or saves potential cost - students will be in favour	Medium	<ul style="list-style-type: none"><li>Invite to open forums</li><li>Utilize social media to communicate</li></ul>	Project Lead, Communications Lead

## Develop a Targeted Change Management Plan





# Change Acceptance Curve

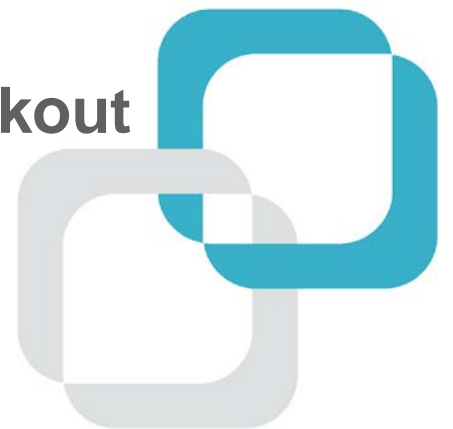


# Example: High Level Communications Plan

Example			
Inform September–December		Engage January–April	Prepare April–June
Goal	<ul style="list-style-type: none"><li>■ Provide basic information about the project</li></ul>	<ul style="list-style-type: none"><li>■ Invite stakeholders to participate, voice concerns, and influence the outcome</li></ul>	<ul style="list-style-type: none"><li>■ Communicate changes between old and new processes/systems</li><li>■ Train end users</li></ul>
Audience	<ul style="list-style-type: none"><li>■ High-level leadership</li><li>■ Department leadership/staff</li></ul>	<ul style="list-style-type: none"><li>■ Select leadership</li><li>■ Select stakeholders/SMEs</li><li>■ Ad hoc audiences</li></ul>	<ul style="list-style-type: none"><li>■ Department staff/administrators (e.g., office managers, coordinators)</li></ul>
Key Activities	<ul style="list-style-type: none"><li>■ Engage unit leaders</li><li>■ Meet with committees</li><li>■ Identify key influencers</li><li>■ Meet with stakeholders and process owners</li><li>■ Identify key messages</li><li>■ Develop communications</li></ul>	<ul style="list-style-type: none"><li>■ Meet with key influencers</li><li>■ Meet with stakeholders and process owners</li><li>■ Communicate key messages</li><li>■ Develop communications</li></ul>	<ul style="list-style-type: none"><li>■ Conduct information session(s)</li><li>■ Determine roles requiring training and delivery methods</li><li>■ Develop, refine, and deliver training</li></ul>



**Breakout**



# Group Breakout

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**Split into groups for 15 minutes to discuss the following questions:**

- What have you found to be the most effective shared services change management approaches? How have you gained buy-in for your shared services operation?
- What change management approaches have you found to be ineffective? Do you have any lessons learned to share?

**We will come together to discuss key takeaways by breakout group for 15 minutes.**

**Lessons Learned**



# Common Implementation Challenges

There are a number of implementation challenges that are often present and require mitigation:

**Resistance**

**Lack of  
Standardization**

**Silo Mentality**

**Poor Organization  
or Skill Alignment**

**Lack of Decision  
Making Authority**

**Unique Customer  
Requirements**

**Limited Innovation  
and Stagnation**

**Lack of  
Accountability**

**If the implementation effort is well-planned and led,  
it will produce significant value for the entire organization.**



# Mitigation Tactics

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**While there are no silver bullets, the following can help mitigate common implementation challenges:**

- Strong, sustained leadership and sponsorship
- Executive sanctioning of the new process
- Stretch goals and aggressive timing
- Effective measurement
- Rewards and punishments
- Leveraging leading practices
- Customer participation
- Work-focused; not functional teams
- Removing current state service delivery pathways at the first opportunity
- Cascaded, frequent communication
- Willingness to spend time and effort in the evaluation of current operations
- Visits to successful operations
- Detailed current state assessments and future state design
- Outside assistance



# Key Takeaways

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- Change minds
  - Know why you are changing and market the change
  - Involve internal resources to design and build
  - Build rock solid sponsorship
- Document key decisions made by project leadership team
- Get or develop the right skills
- Develop the business case and performance baseline
- Build and follow an implementation plan
- Rework processes to fit the selected model
- Leverage and integrate technology
- Deliver on your promises





**Contact Information**



# Contact Information

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