

# SHARED SERVICES CUSTOMER DECISION-MAKING GUIDE

A PRODUCT OF THE SHARED SERVICES ROUNDTABLE



## KEY CONSIDERATIONS

- Does your agency have resources (internal or contract support) to diagnose where change is required in operations, mission delivery and back office management?
- Have you vetted the move to a “shared service” delivery model throughout the organization?
- Has your agency examined and analyzed the “customer experience” requirements?
- Is the workforce prepared to have a strong relationship with the shared service providers?
- Have you completed an “organizational readiness assessment?”
- Can you provide clean data to your shared services provider?
- Is there agreement on what data should be used or how it should be structured?
- Is the data you are providing representative of your current situation? If not, do you have a plan in place to clean your data in preparation for migration?
- Do you have a decision-making governance model in place?
- Do you have a dedicated project team in place to work collaboratively with the provider for the implementation?
- Is this move a clear improvement over the current structure?
- Is there a sense of urgency in the agency for change? What are the compelling issues driving a need for change?

DEFINE SHARED SERVICES VISION AND STRATEGIC OBJECTIVES

### MOBILIZATION AND PURPOSE

- Do you have a good understanding of your agency’s requirements and available resources?
- Does your agency have the internal capacity to implement a shared service model? If not, what additional support is required?
- Is the vision compelling and one that once realized will improve effectiveness and efficiency in the area of focus?
- Do you understand the challenges that you will face during the transition?
- Have you articulated the impact of implementing a shared services delivery model in terms of organization and staffing?
- Has the internal budget been approved and resources committed to cover the project, including multi-year funding?

#### RESOURCES

- [Getting Ready for Shared Services](#)

#### M3 Framework

- [Phase 0 Assessment](#)
  - [Define Vision and Operational End State](#)
- [Phase 1 Readiness](#)
  - [Define Benefits of the Program](#)

COLLECT DATA AND CONDUCT BENCHMARKING TO DEVELOP AN AGENCY PROFILE OF ALL SERVICES

### FUNCTIONAL ANALYSIS

- Which services are candidates for shared services?
- Is the scope of the proposed delivery model clearly defined?
- Do you have enough information and data to determine which services should be shared? If not, what additional information is needed?
- How do you identify the appropriate metrics?

#### RESOURCES

- [Metrics and Data Collection Document](#)
- [GSA Benchmarking Data](#)

#### M3 Framework

- [Phase 1 Readiness](#)
  - [Understand As-Is Business Processes](#)
  - [Plan and Conduct Initial Data Quality Assessment](#)
- [Resources: Business Needs Workbook](#)

IDENTIFY WHICH SERVICES ARE CANDIDATES FOR SHARED SERVICES AND DEVELOP AN OPERATING MODEL

### OPERATING MODEL

- Do you buy externally or build internally?
  - If buy, do you buy from a federal or private provider?
- How will the new “shared service” model impact current operations?
- What are the workforce implications of the new model?
  - Do you retain, redeploy or eliminate the affected positions?
- What will your end state look like?

#### RESOURCES

#### M3 Framework

- [Phase 1 Readiness](#)
  - [Understand As-Is Workforce](#)
  - [Develop Initial Target State Concept of Operations](#)
  - [Define Scope of Services Requirements](#)

DEVELOP THE BUSINESS CASE

### BUSINESS CASE

- Do you have the support from senior leadership to move forward? Understand that this may be begrudging support.
- How will you recognize impact, improvement and value add? For example, can you eliminate a material weakness or focus resources on mission versus administrative functions?
- Have you identified the relevant factors that are part of a multi-year financial effort?
- What are your business reasons for moving to a shared service delivery model?

#### RESOURCES

#### M3 Framework

- [Phase 1 Readiness](#)
  - [Capital Planning Guidance](#)
- [Phase 2 Selection](#)
  - [Update Lifecycle Cost Estimate for Engagement, Migration and O&M](#)

DEVELOP THE INITIAL SCHEDULE AND IMPLEMENTATION PLAN

### ROADMAP

- What tasks or activities can be done in parallel?
- How much time will each step take to complete?
- Are there gates or check points within the process to continuously assess progress to goals?

#### RESOURCES

#### M3 Framework

- [Phase 1 Readiness](#)
  - [Establish Initial Customer PMO and Processes \(Initial Schedule\)](#)
- [Phase 2 Selection](#)
  - [Monitor and Control Program Execution \(Updated Initial Schedule\)](#)

INCORPORATE THROUGHOUT SHARED SERVICES TRANSITION

### CHANGE MANAGEMENT

- Does the governance structure have the necessary high-level decision-makers to ensure the project’s success?
- Does the agency’s communication strategy reach all parts of the organization?
- Does the agency’s training strategy address all user needs?
- Can the agency provide training on a “just-in-time” basis to ensure readiness?
- Have all of the appropriate agency business decision-makers been engaged throughout the development of the business case?

#### RESOURCES

#### M3 Framework

- [Phase 1 Readiness](#)
  - [Establish Customer Governance Structure](#)

- [Phase 2 Selection](#)
  - [Develop Change Management Plan](#)
  - [Assess Labor Relations Outreach](#)

# BEST PRACTICES

## MOBILIZATION AND PURPOSE

- Establish a shared vision with a sense of urgency based on data.
- Clearly articulate goals and objectives that capture the “why” of the change and a high level statement of future activities.
- Ensure that all major stakeholders understand and buy in to the shared vision, and understand the role they will play in the success of the initiative.
- Engage user community in continuous dialogue about the upcoming change.
- Create a request for information (RFI) on available insourced and outsourced shared service opportunities to gather information and innovative ideas.
- Interview shared service providers, both public and private, to learn how their shared service delivery structure is operated.
- **DO NOT** move forward without clarity of purpose.
- **DO NOT** develop a vision without broad engagement and buy-in from leadership and end users.

“Shared services is not the answer looking for a problem, it enables the vision for where you want to take your organization.”

## FUNCTIONAL ANALYSIS

- Look at the entire functional area from start to finish, identifying redundant and/or overlapping functions that can be centralized, consolidated, or instead become candidates for shared services.
- Identify processes that are not well documented and/or mature. Use this information as an opportunity to streamline and improve business processes.
  - Be sure to document them, ensuring repeatability and ease of training new employees.
- Identify processes and process owners within the agency.
- Prior to data collection and benchmarking, establish the internal criteria to determine which processes will be candidates for shared services.
- Identify and/or develop key performance indicators (KPI).
- Benchmark your KPI's against internal and external standards.
- **DO NOT** consider outsourcing broken processes.

“Attack the process, not the individual.”

## OPERATING MODEL

- Consider the long-term value of outsourcing administrative functions to enable federal staff to focus on the mission of the organization.
- Develop a detailed request for proposal (RFP).
- Validate the initial decision with leadership and representative groups of end users.
- If the decision is made to provide the function in a shared service delivery model, assess whether to build or buy.
- Co-locate the implementation teams to ensure ease of communication, collaboration and problem solving.

“Because we were co-located, we were all on site together, would run to each other’s offices. I’ve always said they have to be on-site. It makes the difference.”

## BUSINESS CASE

- Incentivize senior executive champions to be involved in decision making and navigate the political roadblocks that will inevitably arise.
- Use the RFP responses to develop a detailed service level agreement for the provider.
- Set up the service level agreement (SLA) to foster a mutually beneficial relationship. Make sure that both the provider and customer are clear on expectations of success.
- Ensure that the SLA provides for a resident customer service manager employed by the provider, but on-site and accountable to the agency.
- Develop a series of delivery options for the area under consideration.
  - Assess the cost impact for each option and determine the “best value” for the organization.
- Be realistic about when cost savings will be realized.
  - Include direct and indirect costs.
- Ensure that the provider is completely accountable to the internal process owner within the agency.
- Engage with the agency business decision-makers throughout the development of the business case.
- **DO NOT** underestimate the hesitance of the workforce to change.

## ROADMAP

- Include stakeholders in the RFP process.
- Create a detailed plan capturing all phases and aspects of the project.
- Incorporate a variety of stakeholders, including the governance and transition team, in the development of your vision.
  - Communicate appropriate level of plan details to internal constituencies.
- Establish regular check-in points to continue dialogue with stakeholders.
- Ensure adequate scheduling and accounting for each step on the plan.

“Continuous improvement has to be a mindset, not just an idea. Every day something comes up that is worth reviewing and considering. It has to be a part of every leadership meeting.”

## CHANGE MANAGEMENT

- Ensure that the whole agency is aware of the transition and has the opportunity to be engaged in the project through a consistent communications strategy.

- Establish a multi-tiered executive governance structure for decision-making and direction for the duration of the change effort.
- Ensure that the leadership within the governance structure is able to make all necessary decisions with regards to financing and direction.

- Create a separate organization to focus on the key change management activities that impact the project—these include environmental scans, cultural analytics, business process improvements, training and communications.
  - This organization should also provide ongoing support to the governance structure.

- Develop a robust training strategy to ensure user readiness for the new service delivery system.
- Establish a strong project management structure to provide oversight to the implementation.
- **DO NOT** assume that employees understand the change that is coming—constant vigilance is required.



# PROJECT TEAM

A PRODUCT OF THE SHARED SERVICES ROUNDTABLE

---

## CUSTOMER EXPERIENCE WORKING GROUP

Kathryn Kienast, Booz Allen Hamilton

Ann-Marie Massenberg, Department of Transportation

Kathleen Turco, SAGE

Reginald Brown, Office of Personnel Management

Nadine Cipriani, Ernst & Young

Jennifer Davis, CIA

Thomas Delaney, Golden Key Group

Jay Fredrickson, Booz Allen Hamilton

Steve Isberg, University of Baltimore

Larry Koskinen, HUD

Gretchen McCracken, Golden Key Group

Jesse Samberg, IBM

---

## PARTNERSHIP FOR PUBLIC SERVICE

Lindsay Laferriere

Emily Taylor

---

## INDUSTRY

Accenture Federal Services

Booz Allen Hamilton

CACI

CGI Federal

Chazey Partners

Deloitte

DXC Technology

Ernst & Young

Golden Key Group Grant Thornton

IBM

Microsoft

MITRE Corporation

VMware

---

## GOVERNMENT STAKEHOLDERS

Office of Personnel Management

General Services Administration

Office of Financial Innovations and Transformation, Department of the Treasury

Consumer Product Safety Commission

Department of Agriculture

Department of Commerce

Department of Housing and Urban Development

Department of Homeland Security

Department of Veterans Affairs

---

## FEDERAL SHARED SERVICE PROVIDERS

Interior Business Center, Department of Interior

Administrative Resource Center, Department of the Treasury

Enterprise Service Center, Federal Aviation Administration

Program Support Center, Department of Health and Human Services

Financial Services Center, Department of Veterans Affairs

Global Financial Service, Department of State

Human Resources Solutions, Office of Personnel Management

National Finance Center, Department of Agriculture

NASA Shared Services Center, National Aeronautics and Space Administration



**PARTNERSHIP FOR PUBLIC SERVICE**

[ourpublicservice.org](http://ourpublicservice.org)