Shared Services In Higher Education

No skills or knowledge required – we’ll just bumble our way through!

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What are we going to do?

- Why shared services is the last resort of HE?
- Why bother to equip leaders and managers with the skills and knowledge to accelerate, and successfully develop, shared service projects?
- Let's play with some PCSS tools
- Your questions
The Efficiency Matrix…

1. Tough it out
2. Sell to others
3. Outsource
4. Share services
How do you define shared services?

Collaboration

Low Governance
- Sovereign or Federal

High Governance
- Preferred Partner or Service-Led
Daddy, Mummy...What makes shared services in HE so difficult?
Learn from the private sector...

Over 60% of shared services in the private sector fail to deliver the outcomes predicted...because:

1. Leaders fail to lead
2. Business cases are too optimistic and projects are under-resourced
3. Project managers lack the skills and knowledge to make it happen
What did our research discover?

- Leaders and managers are thrust into shared service projects with no formal preparation – creating reputational and financial risk to both.

- 70% would have spent more time on building trust and a shared vision between the partners.

- It’s about building trust and a shared vision of the new shared service being passionately better than what exists now.

- There is a requirement for a new and emerging professional role with distinct skills and knowledge set.
What does the Economist Say?

“Few companies have built high trust levels even within their own organisations, or invested in creating trusted individuals – who can, as the research shows, be powerful agents of collaboration.”

As a result ”...many companies are probably recreating the wheel on every collaborative project they undertake”

Economist Intelligence Unit 2008
Postgraduate Certificate in Shared Services

1. The SSA Highway Code
2. The SSA Toolbox
3. The SSA Business Case Toolbox

1. Critical understanding of key change management concepts
2. Literature review of your shared service project
3. Appraisal of similar shared service projects

1. Theory and practice in implementing shared services
2. Developing a road map for your employer
3. Communicating shared services to key stakeholders

A mix of taught and distance learning sessions
Viewed by government as a key to successful collaborations and sharing.

Postgrad Certificate Graduates with Sir Merrick Cockell, Chair of the Local Government Association

Postgrad Certificate Graduates with Baroness Hanham, Parliamentary Under Secretary of State at the Department for Communities and Local Government
Access to over 700 shared service documents...

www.sharedservicearchitects.co.uk
Regular updates in the PDF
Shared Service Architecture
Magazines
The Highway Code of Shared Services

10 sections covering the legal and technical knowledge required before working on shared service

THE FIVE KEY STEPS IN THE HIGHWAY CODE OF SHARED SERVICES

Step 1: Assessing your skills and knowledge
- What are the factors that will make you successful in shared service projects?
- The need to know the history of shared services in your sector

Step 2: Shared Service Statutes and Vehicles
- What are the statutes that allow you to share in your sector?
- What are the legal vehicles that can be used in your sector for shared services?
- Who is using these vehicles across the public sector?

Step 3: European Union Legislation
- How is the impact of EU rules changing for public sector shared services?
- VAT, shared services and HMRC consultation on EU Articles 132 (11)

Step 4: Sharing Employees
- Why work with trade unions on shared service activity?
- Choosing between TUPE and secondments
- Changes to harmonisation of terms and conditions

Step 5: Sharing Data and ITC Systems
- Supporting the decision-making process
- Releasing the business case document

Building Trust and Shared Vision

Canterbury Christ Church University
The Shared Service Architect’s Toolbox

40 Tools, templates and techniques for building trust and vision between public sector partners in a shared service

THE FIVE KEY STEPS OF THE SHARED VISION ROUTE MAP

Step 1: Understanding the context
- Convergence of drivers for change
- Agreeing why shared services are difficult

Step 2: Understanding each other
- Building trust between individuals and forming team
- Building insight into each others’ organisations
- Building personal networks

Step 3: Understanding the opportunity
- Areas of focus for improvement and transformation
- What is the challenge and level of ambition?
- Influencer and decision maker requirements

Step 4: Creating a shared vision
- Creating and describing the vision and consequences
- Designing the options
- Supporting the decision making process
- Stakeholder engagement and communication

Step 5: Establishing consensus & buy-in
- Business Case

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sharedservice architects
The Shared Service Architect’s Business Case Toolbox

Over 30 tools, templates and techniques for drafting a majority of your business case in-house

THE FIVE KEY STEPS OF THE SHARED BUSINESS CASE ROUTE MAP

Step 1: The Business Case Introduction
- The design of the business case document
- Maximising the executive overview
- How ambitious is each partner?

Step 2: Setting out the strategic context
- Restating the shared vision and options
- Setting out the consultation journey

Step 3: Developing the economic case
- Choosing what can be developed in-house and what needs to be developed externally

Step 4: Evaluating the finance and risks
- Developing the financial case
- Setting out the implementation timeline
- Assessing the risks and governance

Step 5: Establishing consensus & buy-in
- Supporting the decision making process
- Releasing the business case document

Innovation

Canterbury Christ Church University
The Shared Service Architect’s Innovation Toolbox

20 essential tools, templates and techniques for accelerating innovative shared services in the public sector

THE FIVE KEY STEPS OF THE SHARED SERVICE INNOVATION ROUTE MAP

Step 1 Preparing yourself to innovate
- Understanding the problem solving wheel
- Building your confidence to innovate

Step 2 Creating a group innovation environment
- Opening closed minds in your group
- Developing their innovation skills

Step 3 Giving freedom to a group to innovate
- Freeing the group from tradition
- Converting the impossible into the achievable

Step 4 Facilitating the innovation process
- Helping the group develop innovative concepts
- Make them push the boundaries

Step 5 Making the innovation stick
- Helping the group turn their innovation into a reality

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Shared Service Journey Map

Shared vision → Business case → Innovation → Design → Transform → Operate & improve

The 10 section Highway Code of Shared Services Knowledge Bank Folder
The 240 page Shared Service Architect’s Toolbox
The 230 page Shared Service Architect’s Business Case Toolbox
The 130 page, Shared Service Architect’s Innovation Toolbox

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