

Faculty of Business and Management

What skills and knowledge are required to be successful at shared service projects?

Dr Wim van Vuuren & Dominic Macdonald-Wallace
16 November 2010

Welcome



Dr Wim van Vuuren

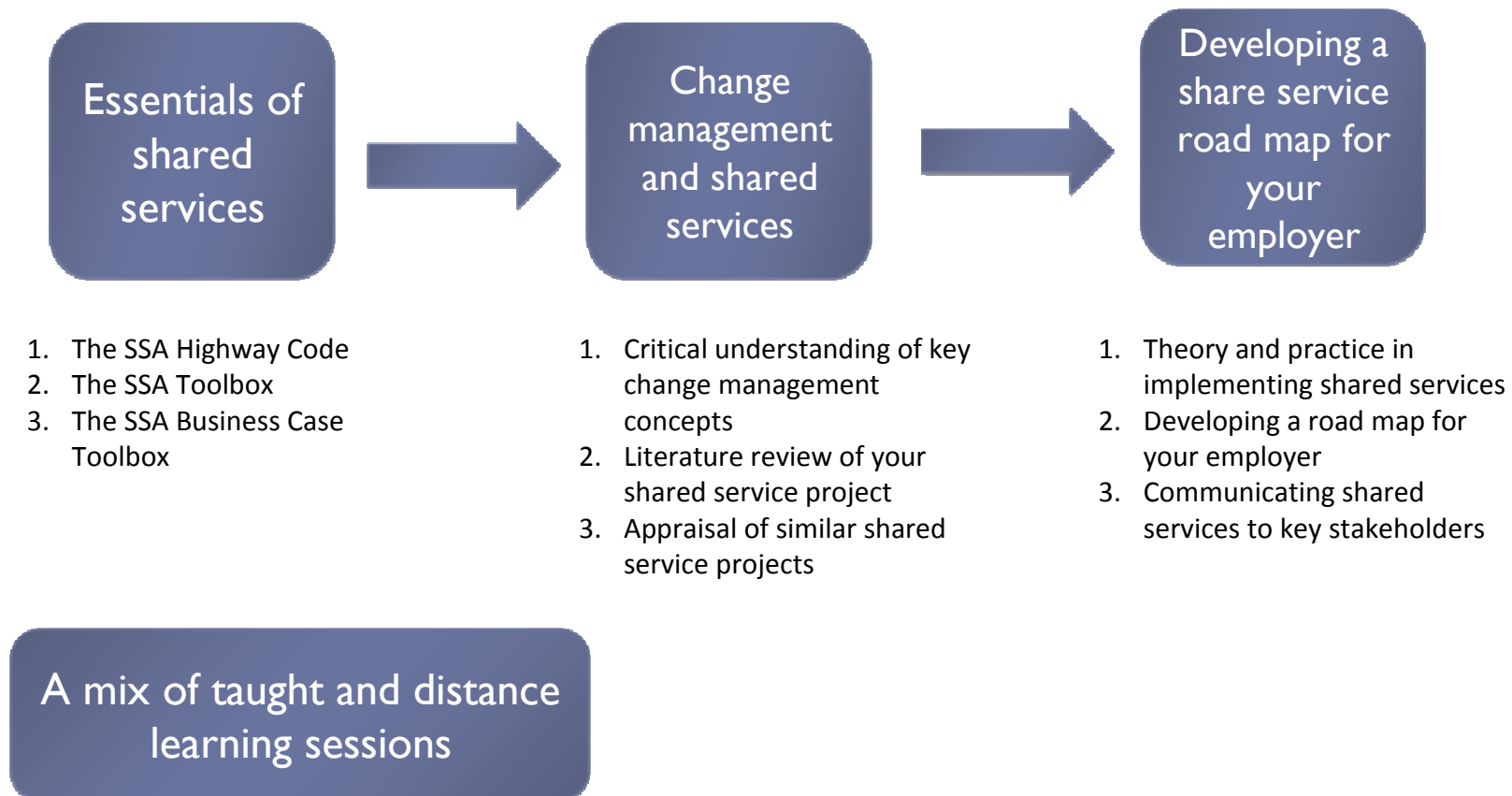
- ▶ Programme Director for the Postgraduate Certificate in Shared Services
- ▶ Canterbury Christ Church University



Dominic Macdonald-Wallace

- ▶ Director of Learning and Development
- ▶ Shared Service Architecture Limited

Postgraduate Certificate in Shared Services



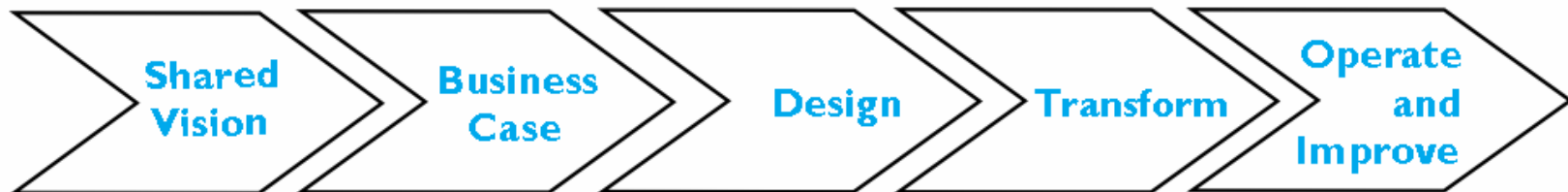
<http://www.canterbury.ac.uk/business-management/Study/Shared-services.aspx>

Today's seminar

- ▶ Introduction:
 - ▶ The underlying research
 - ▶ Critical skills and knowledge requirements
 - ▶ Tools to help you on the way
- ▶ Interactive part:
 - ▶ Try out two tools
 - ▶ Q&A / Discussion

The Cabinet Office shared service journey

The Cabinet Office* five key stages in the shared service journey



* 2008 Cabinet Office Website



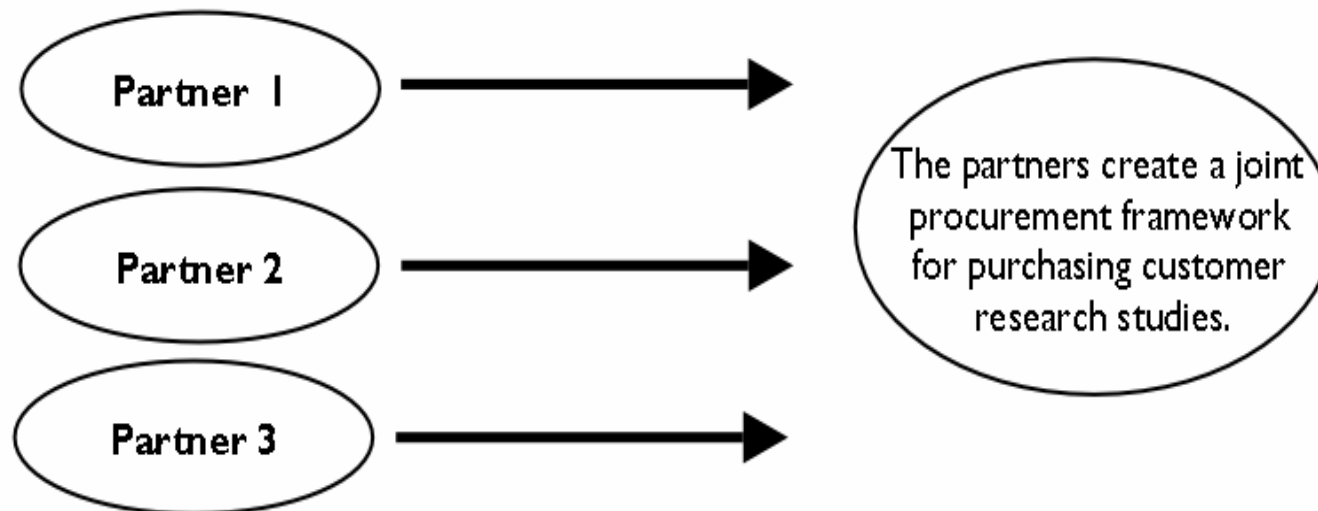
The null hypotheses

1. All shared services **complete within months**
2. There are **never any problems** in shared services
3. **No special skill or knowledge** is necessary to undertake a shared service

Self-Diagnostic Tool	Tick how confident you feel about your ability in each of the 20 areas		
What skills and knowledge will you require when undertaking this shared service project?	Highly confident	Fairly confident	Not confident
1. The skill of building and sustaining strong trust across leader relationships in multi-partner collaborations.			
2. The skill of creating a positive shared vision for a project team that may be drawn together from across a range of partners of un-equal size or authority.			
3. A knowledge of the key methodologies for supporting decision makers in creating policy for selecting which services to share.			
4. Skills in developing shared vision between a set of partners on the purpose of the new service.			
5. Skills in developing consensus between a set of partners on the procedures and structure required to deliver the new service.			
6. Skills in developing consensus between a set of partners on the accountabilities and powers in the new service.			
7. Skills in building strong trust between key stakeholders during the design stage of this project.			
8. Knowledge of the relevant statutes that will constrain the design of this service(s).			
9. Knowledge of the governance model(s) and partnership vehicles that could be considered for this project.			
10. Knowledge of the <u>EU</u> procurement rules that may apply to this project.			

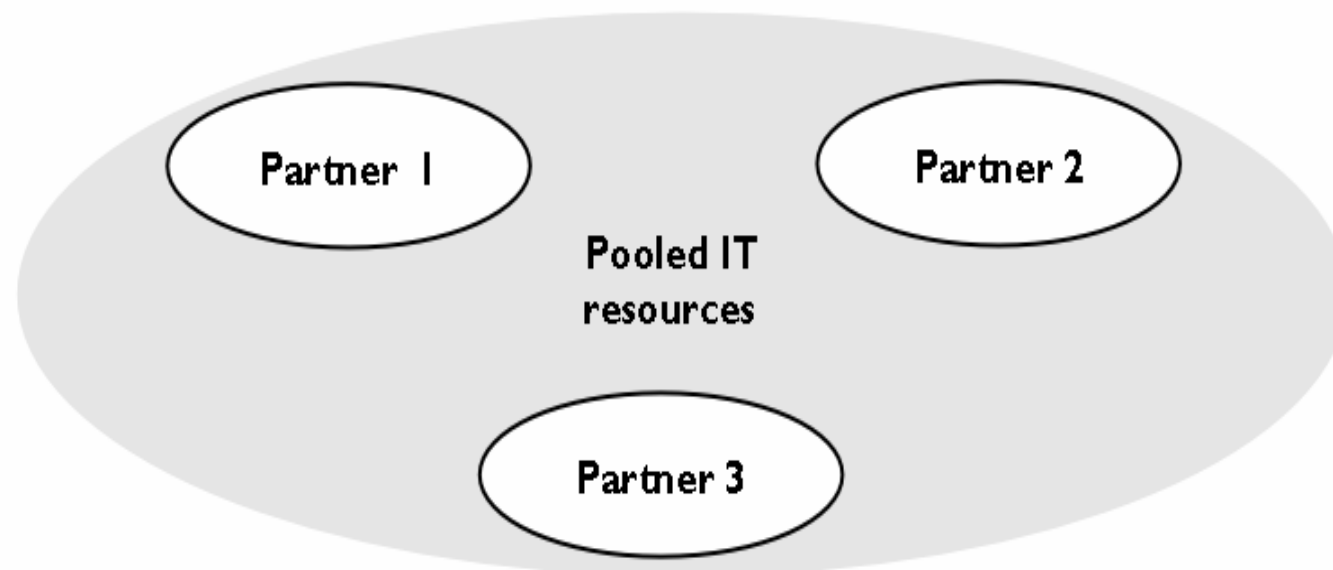
Possible shared service models

Example 1: Working co-operatively. (Is this a shared service?)



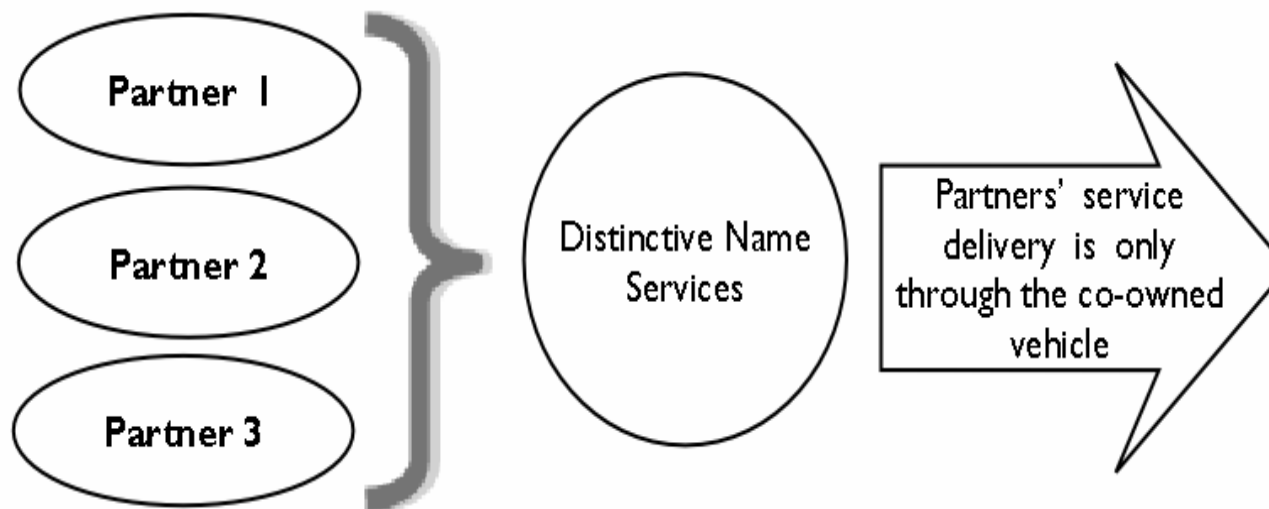
Possible shared service models

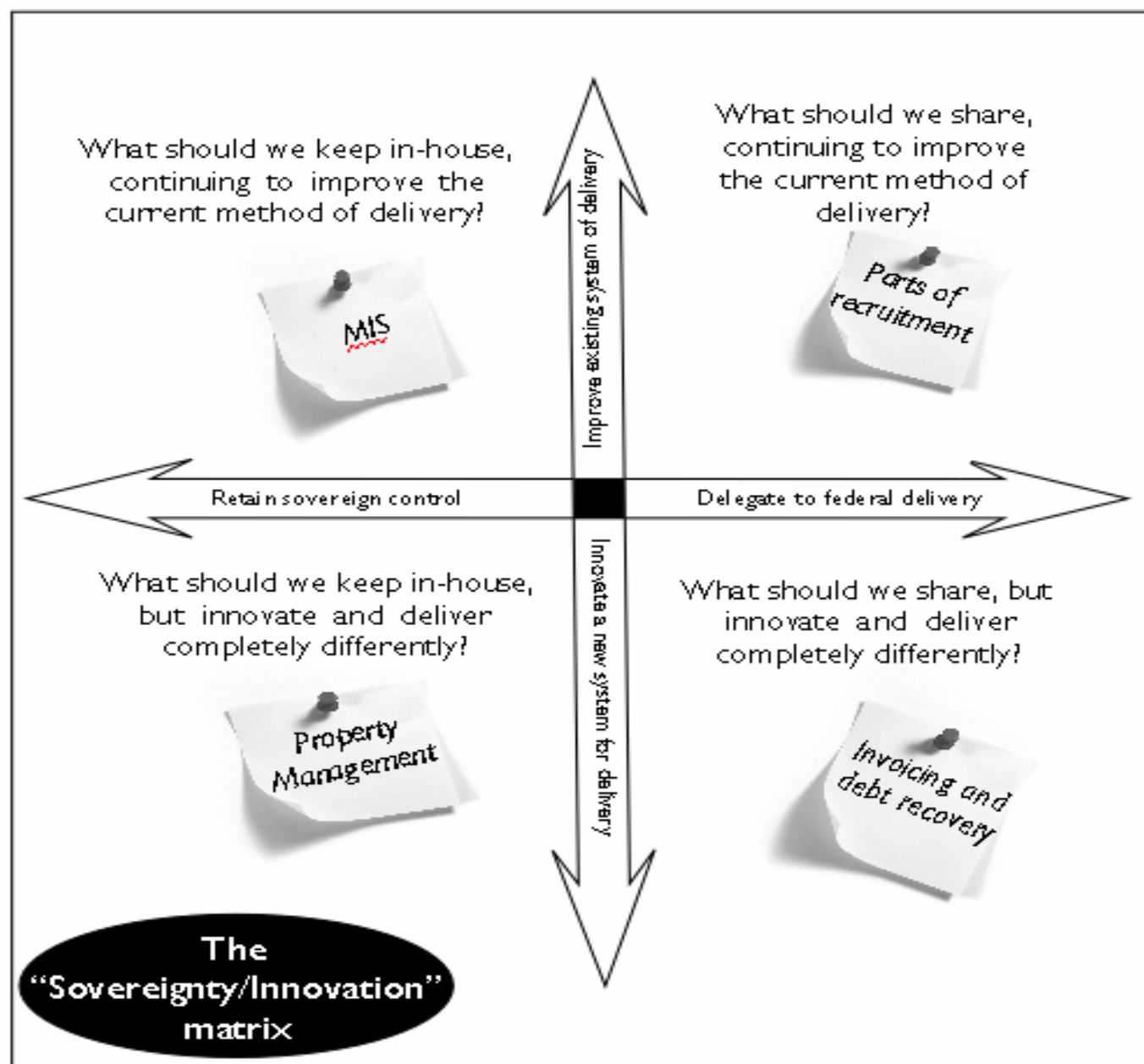
Example 2: IT resources are pooled because of skills shortages, but staff remain PAYE under each organisation that employed them. (Is this a shared service?)



Possible shared service models

Example 3: Each partner takes 33% risk in a co-owned entity and staff are TUPE'd into that entity, which does not have the name of any single partner. (Is this a shared service?)





Criteria

Potential Services For Sharing

	Property Management	Risk Management	Insurance	Etc...
The service is limited by resource constraints	1	1	0	0
The service has difficulties in recruiting and retaining staff	1	1	0	0
The service could be improved by pooling back office resources	0	1	0	0
The service could be improved by sharing expertise	0	1	1	0
The service can no longer be sustained economically or effectively by an individual organisation	1	0	0	0
The service is able to trade and generate income	0	0	0	0
The service has the scope to manage the market	1	1	1	0
New areas of work are required to be undertaken across the sector and are therefore better undertaken jointly	0	1	0	0
Total score for each column (the highest scores indicate a potential priority service for sharing)	4	6	2	0

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Closing Questions

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