OE RESOURCE REQUEST APPLICATION

I. SPONSORSHIP

A. Initiative

Initiative	Organizational Simplification		
Initiative Manager	Moira Perez		
Phone	2-5068	E-Mail	moirap@berkeley.edu

B. Sponsorship

Sponsor Name	Frank Yeary		
Sponsor Signature		Date	
Sponsor Name	Keith Gilless		
Sponsor Signature		Date	
OE Program Office Signature		Date	

C. Give the title of the resource

Shared Services Implementation Team

II. PROBLEM STATEMENT/CASE FOR CHANGE

A. Identify and describe what needs the proposed solution is seeking to address.

1.Staffing transition to Shared Services with a Shared Services Implementation Team
2.
3.

B. Describe the solution that is being proposed to meet the identified need(s).

After a detailed study of the issues and a deep engagement process with the campus community, the Shared Services Design team recommends hiring an implementation manager and support team to begin the planning and piloting of shared services on the Berkeley campus.

C. Describe the alternate approaches you evaluated in the process of developing this proposal and why those alternatives were not selected.

> The team considered the possibility of selecting an implementation team following the OE volunteer structure and determined that the volunteer model would take too long to achieve implementation and would tax current employees beyond capacity. The appropriate resources should be allocated to developing a detailed implementation plan to ensure that the change process goes smoothly for the campus. Implementation must be handled by staff dedicated solely to this task and with appropriate skills sets and experience in implementing shared services in public sector, non-profit, and/or higher education environments. The Design Team will remain as an advisory group to the Implementation Team to orient and aid in the process.

III. IMPACT AND STRATEGIC ALIGNMENT

A. Describe how the proposed solution aligns with the OE goals:
- Reduce administrative costs and enable the campus to direct more resources to teaching and research
- Advance an effective and efficient operating environment
- Instill a culture of continuous improvement that leads to high quality performance and outcomes

> - Shared Services will save about $20-30 million in annual administrative costs.
> - Shared Services will significantly reduce duplication of effort, shadow systems, reduce compliance risks, establish common standards and practices, etc.
> - The implementation team will report to the VC of Administration and Finance as well as the initiative faculty sponsor.

B. Identify any other anticipated benefits in implementing the proposed solution.

> Dedicating an implementation team to this effort will help keep the project on target. The implementation team will also be subject to performance metrics given the hard reporting line to the VCAF.

C. Identify the risks of not implementing the solution.

> We have numerous redundant, departmentally-developed systems of uneven quality. We are duplicating work and developing different ways to accomplish the same tasks without always following the same standards and protocols. Most importantly, the staff doing the finance, human resources, and IT work in administrative and academic units are often isolated and without peers to rely upon for consultation, support, and backup during normal absences. This creates delays in service provision and does not facilitate the sharing of best practices or foster the growth and development of our staff.
> Without a dedicated implementation team, we continue to run these risks and we lose the opportunity to save between $20-30 million per year. The loss of these savings in turn may jeopardize the academic mission as state budget cuts are implemented in the coming years.

D. Describe the constituency that is intended to benefit from the proposed solution (e.g. students, faculty, staff, 1-many units)

Primarily faculty and staff across all units on campus.

E. Describe the extent to which this proposed solution is a collaborative effort either within campus or with external partners.

> The Implementation Team will need to work in a highly collaborative way with all Deans and VCs, functional owners, and staff currently conducting the relevant activities in HR, IT, and finance. Please see chapter 9 of the Shared Services Report for more details on implementation roles.

F. If applicable, describe how the proposed solution may enable additional projects to be considered.

> A number of systems solutions will need to be considered. Functional owners will be engaged in process redesign for streamlining.

G. What is the impact of the proposed solution on the existing systems and processes? Does it eliminate the need for existing systems and processes?

> The Implementation Team will consider in more detail which systems and processes can and should be eliminated. The Design Team Report identifies areas of opportunity for eliminating shadow systems and establishing standards across centers that would eliminate duplication of effort.

H. What is the impact on the proposed solution on the workload?

Profile/Impact in hours	Current Workload	1-time workload requirement	Ongoing workload requirement
Student	n/a		n/a
Staff	n/a	yes	n/a
Faculty	n/a	Yes; primarily Deans and Chairs	n/a

IV. WORK PLAN AND PROPOSED SOLUTION DESIGN

A. Provide a statement of:
- Deliverables — results the solution must deliver to achieve the stated objectives.
- Constraints — factors that may limit the options for providing the solution (*e.g., an inflexible deadline*).

> Please see chapter 8, Challenges and Contingencies, of the Shared Services Design Team Report for our response to constraints.
> Deliverables (please see chapter 2 of the Shared Services Report for more details):
> 1. Significant financial savings for the campus must result
> 2. Improvements in workflow, systems, and automation
> 3. Shared Service Centers must be large enough to achieve economies of scale
> 4. Quality of service to the user must be equal to, if not better than, services available now. Centers must meet the operational needs of users and be accountable to users.
> 5. Improved regulatory compliance
> 6. Clearly defined career paths for staff

B. Provide a work plan for the proposed solution with high-level steps to complete the solution, including timeline. (Try to limit your plan to no more than seven steps.)

	MILESTONE	TIMELINE
1.	Hire Implementation Manager (OS Sponsors and Initiative Manager)	February 2011
2.	Form Shared Services Implementation Team (Implementation Manager with input from OE Program Office and functional owners)	Spring 2011
3.	Develop detailed Implementation Plan (Implementation Manager with input from units and functional owners)	Through June 2011
4.	Pilot Shared Services Centers for administrative units leveraging existing centers (Implementation Manager with input and collaboration from administrative units)	July-December 2011
5.	Pilot Shared Services Centers for "ready" academic units (Implementation Manager with input and collaboration from units)	July-December 2011
6.	Full implementation; integrate all administrative and academic units (Implementation Manager)	2012
7.		

C. What are the data requirements for the proposed solution?

The Implementation Team will develop data requirements for establishing metrics in the areas of work productivity for activities identified as shareable in HR, IT, and Finance.

D. What are the technical requirements for the proposed solution?

Planning software.

E. What are the greatest risks for the proposed solution and the plan to reduce or eliminate the risks.

	RISK	MITIGATION PLAN
1.	Decision bottlenecks that cause implementation delays	Sponsors will bring problems to the Executive Committee as needed.
2.	Lack of support from the academic leadership could impede implementation	Sponsors and EC will need to work closely with the EVCP and academic leadership to work through conflicts
3.	Work stops during implementation	Develop processes that help quickly identify where work is getting delayed or not completed
4.	Loss of institutional memory	Engage as much of the current talent in units and departments as possible
5.		

F. How does the proposed work plan allow for evaluation and course correction to ensure the outcomes meet the campus needs?

> The Implementation Team will be working under the leadership of the VCA and Faculty Sponsor for OS who represent the academic and non-academic constituencies on campus. During implementation, Deans and VCs will be actively engaged in providing feedback to the initiative leaders.

V.

VI. CHANGE MANAGEMENT

A. What is the change management plan to successfully implement the outcomes of the proposed solution?

> The Implementation Team will develop a change management plan during the implementation planning process.

B. What incentives and/or disincentives are proposed to influence behavioral changes necessary for the successful outcome of the proposed solution?

C. Who has been identified as the change leaders and implementers to carry out the changes necessary for the successful outcome of the proposed solution?

> The EC, Organizational Simplification Sponsors, Deans and VCs, functional owners, CAOs and MSOs, and staff in the relevant areas.

VII. FUNDING MODEL AND BUDGET

A. Could the proposed solution move forward with partial funding? If yes, describe the revised scope, including the associated savings impact.

> No. This is a large, high-impact, high-risk project that requires appropriate staffing.

B. What is the plan for sustainable funding to support ongoing operations of the proposed solution?

> The current FTE in units will support the ongoing operations of Shared Services Centers.

C. Please download and fill out the OE Resource Request Budget Template located at [location] and follow the instructions on the first worksheet in the workbook to complete the budget ant line descriptions. Include both completed sheets with the Resource Request.

VI. ASSESSMENT PLAN

Please use the table below to detail your metrics.

METRIC CATEGORY	SPECIFIC MEASURE	MEASURE BASIS	DATA COLLECTION METHOD	DATA COLLECTION FREQUENCY	FUNCTIONAL OWNER OF DATA COLLECTION	LARGER GOAL TO WHICH METRIC RELATES
EXAMPLES:						
FINANCIAL PERFORMANCE						
1 Reduction in average price of office supplies	*Avg price*	*Per item*	*Look at vendor catalogs*	*Quarterly, first day of each quarter*	*Procurement Director*	*Overall reduction of 15% in average price of office supplies*
OPERATIONAL PERFORMANCE						
1 Reduction in average processing time per transaction	*Avg person-hours required*	*Per transaction*	*Survey of transaction processors*	*Semi-annually*	*Director of Billing*	*Reduction of 20% in average transaction processing time*
FINANCIAL PERFORMANCE						
1						
2						
OPERATIONAL PERFORMANCE						
1						
2						
PRODUCT / SERVICE QUALITY						
1						
2						
EMPLOYEE SATISFACTION						
1						
2						
CUSTOMER SATISFACTION						
1						
2						
PUBLIC RESPONSIBILITY						
1						
2						
SUPPLIER PERFORMANCE						
1						
2						