Shared Services: Best Practices and Opportunities

John C. Traylor, Director of Enterprise Shared Services, New York State Division of the Budget

Moses Kamya, Ph.D., Chief Information Officer, New York State Governor’s Office of Employee Relations,
Transformation Framework
“Reinvent from Top To Bottom”

Key Objectives:

- Focus on core programs and services
- Stop performing non-core functions
- Consolidate or share common functions

Divest Non-core Functions
Map out new State structure

Agency A
- Non-core
- Core
- Common

Agency B
- Non-core
- Core
- Common

Agency C
- Non-core
- Core
- Common

- Finance / Procurement
- Human Resources (HR)
- Real Estate
- Information Technology (IT)
- Customer Service
What is Shared Services?

- The practice of having a single entity – a Shared Services Center – provide services for the entire enterprise where it was previously decentralized across many units
- Focus shifts from processing transactions to analytics, management and service improvement of common enterprise-wide functions
- Functions are administrative or back-office in nature, including:

<table>
<thead>
<tr>
<th>Finance / Procurement</th>
<th>HR</th>
<th>Real Estate</th>
<th>IT</th>
<th>Customer Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strategic Sourcing</td>
<td>• Human Capital Management</td>
<td>• Facility Management</td>
<td>• Data Centers and Disaster Recovery</td>
<td>• Licensing and Permitting</td>
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<tr>
<td>• Payroll</td>
<td>• Benefits</td>
<td>• Leasing</td>
<td>• IT Help Desk</td>
<td>• Call Center Consolidation</td>
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<tr>
<td>• Accounts Payable and Receivable</td>
<td>• Training</td>
<td>• Capital Construction</td>
<td>• Hardware, Software and Applications Support</td>
<td>• Standardized State Web Portal</td>
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<tr>
<td>• Budget Execution</td>
<td>• Recruitment</td>
<td>• Property Maintenance and Repair</td>
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Business Case for Shared Services

For the State as a whole
- Achieve savings, and avoid costs and rework
- Increase statewide efficiency using continuous improvement and capitalizing on “home grown” and external best practices

For Agencies
- Allow agencies to focus on their core mission
- Reduce administrative costs and preserve core programs

For the Public and our Partners
- Better service
- More efficient use of tax dollars
- Greater accountability
- Greater transparency
Constructing Enterprise Services: A Multi-Year Effort

<table>
<thead>
<tr>
<th>Recommendations on IT, Procurement, Real Estate, E-Licensing and LMS Move toward Implementation</th>
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<tbody>
<tr>
<td>VOIP, Data Center</td>
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<tr>
<td>Technology</td>
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</tbody>
</table>

- Research Best Practices
- Create Shared Services Vision
- Gain Chamber Endorsement
Enterprise Applications: SLMS

Case Study: Statewide Learning Management System Overview
Executive Sponsors
Gary Johnson, Director GOER
Patricia Hite, Commissioner (Acting) DCS
Susan Knapp, DOB

DOB Enterprise
Shared Services
John Traylor, Director

Steering Committee

Project Director
Moses Kamya, GOER

Training Directors
Advisory Committee
Phase One Sponsors

- NYS Division of Budget
- NYS Governor’s Office of Employee Relations
- NYS Division of Homeland Security and Emergency Services
- NYS Department of Labor
State is facing an immediate need to reduce costs of its operations while increasing the effectiveness and efficiency of its services.

Similar functions performed across all State agencies need to be streamlined. Standalone, separate systems are no longer an option.
The current decentralized and fragmented structure of the learning management and delivery function across state agencies results in duplicative and inconsistent training practices, with little focus on strategic workforce planning and development.
The goal of the SLMS initiative is a Statewide, cost-effective, standardized, and interoperable LMS solution intended to:

✔ Provide common and centralized core learning management functionality

✔ Support the strategic management of training

✔ Replace duplicative LMS systems and processes across New York State government
SLMS Goals

✔ Create a statewide LMS solution that all employees will access, and which all agencies will use to meet program needs for employees and external constituents such as first responders.

✔ Provide cost savings through staffing efficiencies and elimination of redundant systems

✔ Common standard for online learning course development and delivery
Future State of Learning Management

SLMS

SLMS

26 LMSs

Application

Database

Hardware

X 20+

OS

Application

Database

OS

X 1
Benefits of Enterprise LMS

- Multi-agency – across agency lines
- Shared philosophy and joint commitment of the State as a single employer
- Reduces duplication of effort
Benefits of Enterprise LMS

• Enables analysis of the effectiveness of the training investments

• Provides for training consistency and sharing of content (Ethics, CSO Information Security, etc.)

• Provides single access to all training Catalogs
Benefits of Enterprise LMS

- Talent management – skills inventory and gap analysis
- Create economies of scale to reduce costs
- Promotes utilization of cost effective delivery methods
### Project Phases

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/11-10/11</td>
<td>11/11-4/12</td>
<td>4/12 – 10/12</td>
<td>11/12 – 2/13</td>
<td>3/13</td>
</tr>
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- Validate requirements during each phase
- Work closely with each agency both in timing and substance of the migration to insure non-interrupted service to agency clients and programs
- Migration to SLMS will not result in loss of functionality
- GOER (LMC and NYS & CSEA Partnership) sponsored training will be available in SLMS after Phase 1
Lessons Learned

Critical Success Factors

• Executive support is key
• Strong Leadership/Champion(s)
• Resources – Not many just good
• Involve stakeholders from the beginning
• Communicate, Communicate
• Build collaboration networks
• Review business processes to minimize customizations
• Aim for excellence but good is good
• Integrate consulting and state teams to facilitate knowledge transfer
Thank you

Questions?