
Shared Services

From the collective efforts of...

- Estonia
 - Mait Heidelberg
 - Margus Puua
 - Netherlands
 - Jan Timmermans
 - Sweden
 - Olov Ostberg
 - Christina Von Greyerz
 - Switzerland
 - Jean-Jacques Didisheim
 - Finland
 - Arja Terho
 - European Commission
 - Declan Deasy
 - Singapore
 - Pauline Tan
 - Japan
 - Masaaki Nakagawa
 - Taiwan
 - Ken Lu
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Definition... (not agreed)

- Shared Services are the convergence and streamlining of an organization's functions to ensure that they deliver the organization the services required of them as effectively and efficiently as possible.
 - Shared services are not the same as centralised services ?
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Government Shared Network

- Business objectives / scope
 - Mandate and legitimacy / agency and political support
 - Governance / accountability
 - Funding / adequate capital
 - Functions / organise by service or function
 - Getting there / tenacity and courage
 - Credibility / management and domain expertise levels
 - Processes / 24 * 7
 - Culture / customer service ethic
 - Relationships / vendors as partners
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Where has your county demonstrated **success** (or **failure**) in this area

- Pay service : **Building on top of existing services**
 - Integrated services over Health and Unemployment : **Funding challenges, different goals**
 - Shared offices: **working together to achieve efficiencies**
 - Reuse name and address information: **Leverage existing resource**
 - Consolidate IT centres : **Small agencies leverage large agency resources**
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Where has your county demonstrated success (or failure) in this area

- HR Management : **Inadequate service.**
 - Integrated HR service : **Reduced cost, strong support by officials**
 - Secure data exchange: **Mandated**
 - PKI infrastructure: **Only one solution, delivered by private sector**
 - Document management : **3-4 options, private sector delivery**
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Where has your county demonstrated success (or failure) in this area

- Corporate services : Cost savings, meets statutory requirements
 - Population register : Used by public and private sectors. Pricing and interoperability challenges
 - HR and Finance systems: Productivity gains – crisis driven.
 - Share offices: No political support
 - Procurement : Poor processes within each agency and technology failure
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Challenges and responses

- **No green grass** / understand implications
 - **24*7** / architecture required
 - **Legislation** / change?
 - **Financing** / adequate capital and operating / transparency
 - **Resistance to change** / leaders required/ political support
 - **All things to all people or one size fits all** / Agree work flow processes up front
 - **.5 of a person**
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Challenges and responses

- **Regions/Municipalities are “different”** / market (sell) the value
 - **Demonstrating value** / Value modelling
 - **Chicken or egg** / Build and they will come or gain support before you build
 - **Governance** / clear accountability, stakeholder advisory groups
 - **Will be sold when if a success** / define scope of business
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Relationship to Trust in government

- Government seen as 'one'
 - Effective and efficient in use of tax payers \$
 - Big system, little transparency of data flows
 - Reduced administrative burden for people with more integration internally
 - Enhance privacy or...detract
 - Government more boring? Little innovation
 - Hosting off shore to achieve efficiencies
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Last words

- Security important
 - Transparency of service levels and costs necessary
 - Intent of service must be clear
 - Sustainability, billing and governance need understanding
 - Focus on core business
 - Skilled staff to deliver shared services
 - Pan EU possible therefore Pan Sweden possible
 - Speak softly, carry big stick
 - Leverage private sector innovation
 - Shared services can lead to improved quality
 - We need a crisis to drive shared services
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Conclusions

- Shared services are inevitable but there are many characteristics that will lead to success or failure
 - Efficiencies and labour shortages may provide impetus
 - Shared services involving personal information require special consideration
 - Topic for next year?
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