



Ohio Shared Services The Art of the Start

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First 365 Days.....before there was a “project”

Feb 2007

CFO Advisory Council and User Groups
3 YR Plan & Opportunity Assessments
Networking with NASACT, Vendors, Private Sector

Confirm Opportunity

NASACT Enterprise Benchmark

Stakeholder “One on Ones”

Budget Process Alignment

Business Case / Budget Request

Recruiting Team Members

Establish Governance

Formal Request

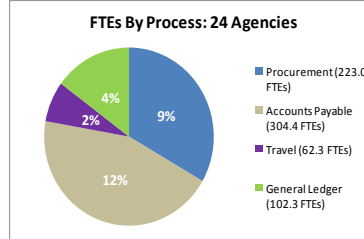
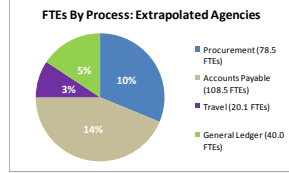
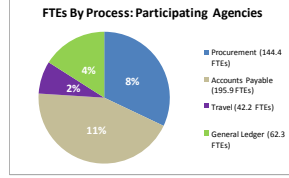
Feb 2008

Governors Office Approval
Funding for Phase 1

Key take-aways

- Relationships and network were the most important factors in every stage of the process
- Clarify to stakeholders, “speed vs. consensus” ; “*voluntary model was the Ohio result*”
- Understand your audience, adjust and adapt to their needs
- Talking does not equal communication;
Listen. Listen. Listen
- Know the detail in the business case and pull the right levers
- Governance Structure was good for the State, regardless of project approval

Results by Process: State View (In Scope)



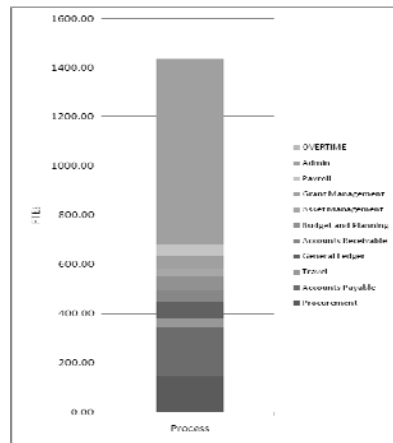
Key Takeaways

The activity associated with in-scope processes represent a small percentage of the total fiscal activities. To achieve a higher benefit from Shared Services, OSS needs to plan for scope expansion –

- For the 16 participating agencies, time and effort spent on current processes in scope represents only 25% of the total time spent on fiscal processes
- For the extrapolated agencies, time and effort spent on current processes in scope represents only 32% of the total time spent on fiscal processes
- The comprehensive view of time and effort spent on current processes in scope represents 27% of the total time spent on fiscal processes



FTEs by Process



Total time spent on a Yearly basis for the State of Ohio				
By Process:	TOTAL FTEs	FTEs in In-Scope Subprocesses	Average Hrs/Person	% of Total Time
Procurement	144.43	11.09	172.3	8.3%
Accounts Payable	195.87	163.57	233.7	11.2%
Travel	42.21	28.06	50.4	2.4%
General Ledger	62.26	29.85	74.3	3.6%
Accounts Receivable	47.37	0	56.5	2.7%
Budget and Planning	58.73	0	70.1	3.4%
Asset Management	30.79	0	36.7	1.8%
Grant Management	50.73	0	60.5	2.9%
Payroll	48.09	0	57.4	2.8%
Admin	749.71	0	894.7	43.0%
OVERTIME	4.02	0	4.8	0.3%
Totals				
All (Including Admin and Overtime)	1434.19	232.57	1711.5	82.3%
Processes Only (Admin and Overtime Excluded)	680.47	232.57	812.0	39.0%
In Scope Processes Only	444.76	232.57	530.8	25.5%

In Scope Processes are Highlighted

Key Takeaways

The assessment phase business case projections are higher than the actual numbers derived from the activity analysis. The over-estimation inflates the total benefit amount –

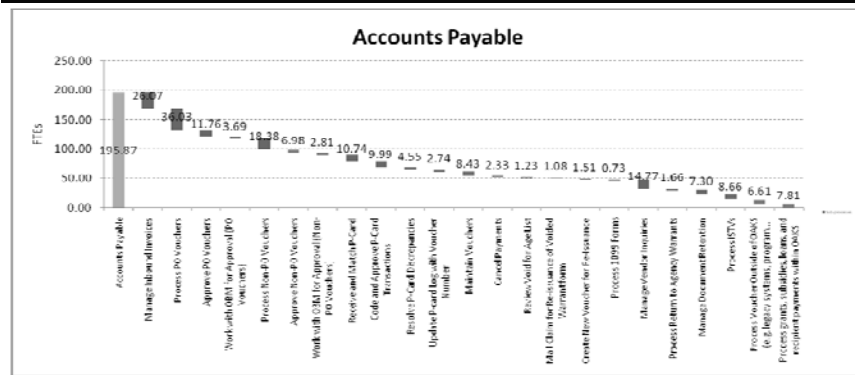
- The time and effort spent on the current fiscal processes (for participating agencies) is equivalent to 680 FTEs, and 445 FTEs for the processes in scope.



*Note: Processes in scope are defined as those processes that contain sub-processes that are partially or completely moving to OSS.

*Note: Annual hours are calculated with the assumption that 1 FTE = 2080 hours (including holidays and approved time off).

FTEs by Sub-Process: Accounts Payable¹



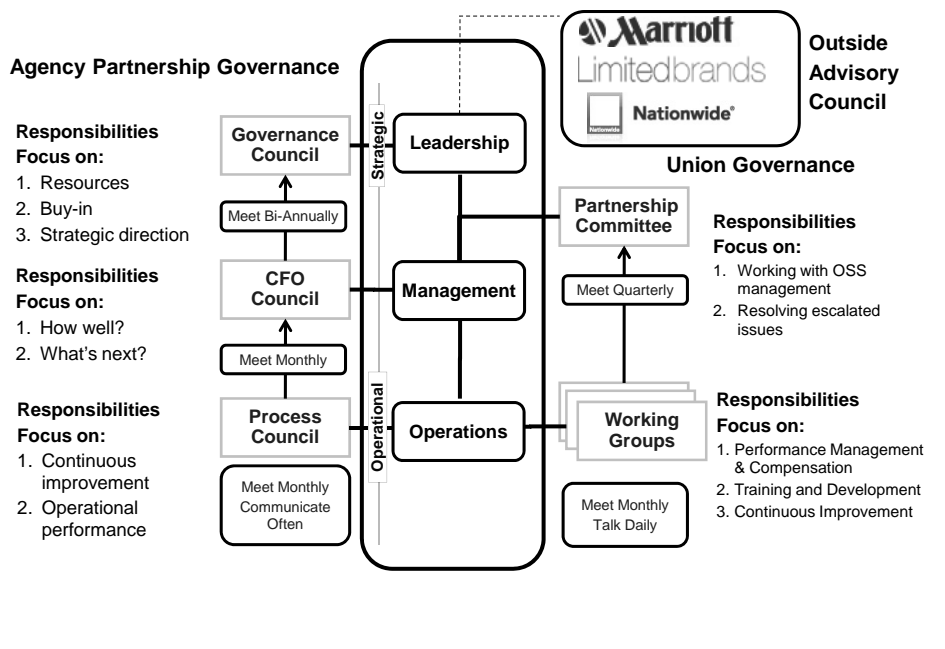
Time Allocation by Percentage

- Time and effort equivalent to 195.87 FTEs is allocated to the Accounts Payable Process
- Approximately 75% of the sub-processes within Accounts Payable are in scope
- Approximately 60% of time and effort allocated within accounts payable is spent managing inbound invoices, processing PO and Non-PO vouchers, and managing vendor inquiries

Represents sub-processes that are completely or partially moving to OSS (Not all activities in sub-process are within OSS responsibilities)

¹Results reflect 16 agencies that participated in the Activity Analysis

Governance Structure



Partnership For High Performance

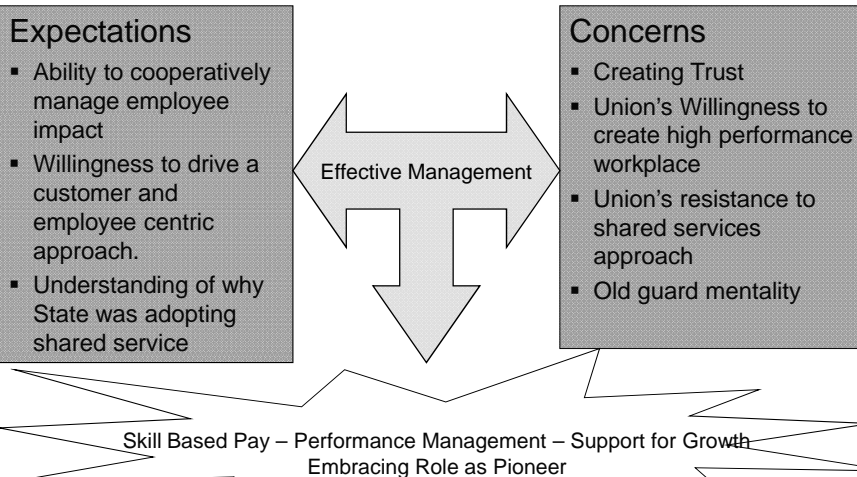
Creating the Culture 365 Days in Advance

Key Factors	Issues	Questions Asked
Facility	Funding → Location → Layout (Design) →	Capital or Operating Downtown, Not Downtown Open? Windows? Furniture?
Unions*	Securing Support → Classifications → Compensation → Impact on Employees →	Business Case & Approach Existing or new Traditional or Alternative Lift & Shift or Recruitment
Branding	Differentiating Criteria → Identity? → Communication Strategy →	Service or Cost Existing or Create New What, When, How, to Whom



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Biggest Expectations & Concerns



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Contact information

For more information please visit:

<http://ohiosharedservices.ohio.gov>

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