

High Performance Government in Action:



Ohio Shared Services
Service First
a division of OBM

The Ohio Shared Services Story

ORACLE®

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NASC 2010 Conference

Project History

Dates	Activities	Dates	Activities
Early 2007	<ul style="list-style-type: none"> Core PeopleSoft functionality go-live HCM in January 2007 Finance in July 2007 	Summer 2008	<ul style="list-style-type: none"> Governance groups are established Project design work begins
Summer 2007	<ul style="list-style-type: none"> Discussion around benchmarking begins OAKS project scope included a Hackett benchmark deliverable 	Fall 2008	<ul style="list-style-type: none"> Design work completed and final scope for finance is determined RFP is completed for combined managed services and shared services initiatives
Fall 2007	<ul style="list-style-type: none"> DAS leads the Hackett benchmark and enterprise benchmarks are created for Finance, Procurement, Human Resources, and Information Technology Business Case work begins to prepare for solution of pending benchmark results 	Spring 2009	<ul style="list-style-type: none"> Agreement signed with Accenture Facility build begins Agreements with JFS for call center and BWC for imaging solution are confirmed
Dec 2007	<ul style="list-style-type: none"> Hackett work is completed and results were evaluated internally Business case and opportunity assessment is presented to Governor's senior staff 	June 2009	<ul style="list-style-type: none"> Union agreement is finalized and shared services associate position takes shape Managed Services go-live Team begins transition to new facility Sponsors meeting discusses future process list
Feb 2008	<ul style="list-style-type: none"> Hackett data is publically released Memo published to seek agency support for shared services project 		<p>First processes go-live on Aug. 28, 2009. Lift and shift from State Accounting for finance end user support, vendor management 1099, and learning management for travel module</p> <p>Second process go-live on Oct 1, 2009. Statewide Travel Processing, Invoice Processing for DRC, TAX, and RSC</p>
		Fall 2009	



Oracle PeopleSoft Applications in Production in Ohio

December 2006:

- Core HR
- Payroll
 - Time and Labor
 - ePay
 - HCM Enterprise Performance Management (EPM)

July 2007:

- Purchasing
- General Ledger
- Accounts Payable
- Accounts Receivable
- Financials Data Warehouse/EPM

April 2007:

- Benefits Administration
- COBRA
- EPM for Benefits Admin. & COBRA

July 2008:

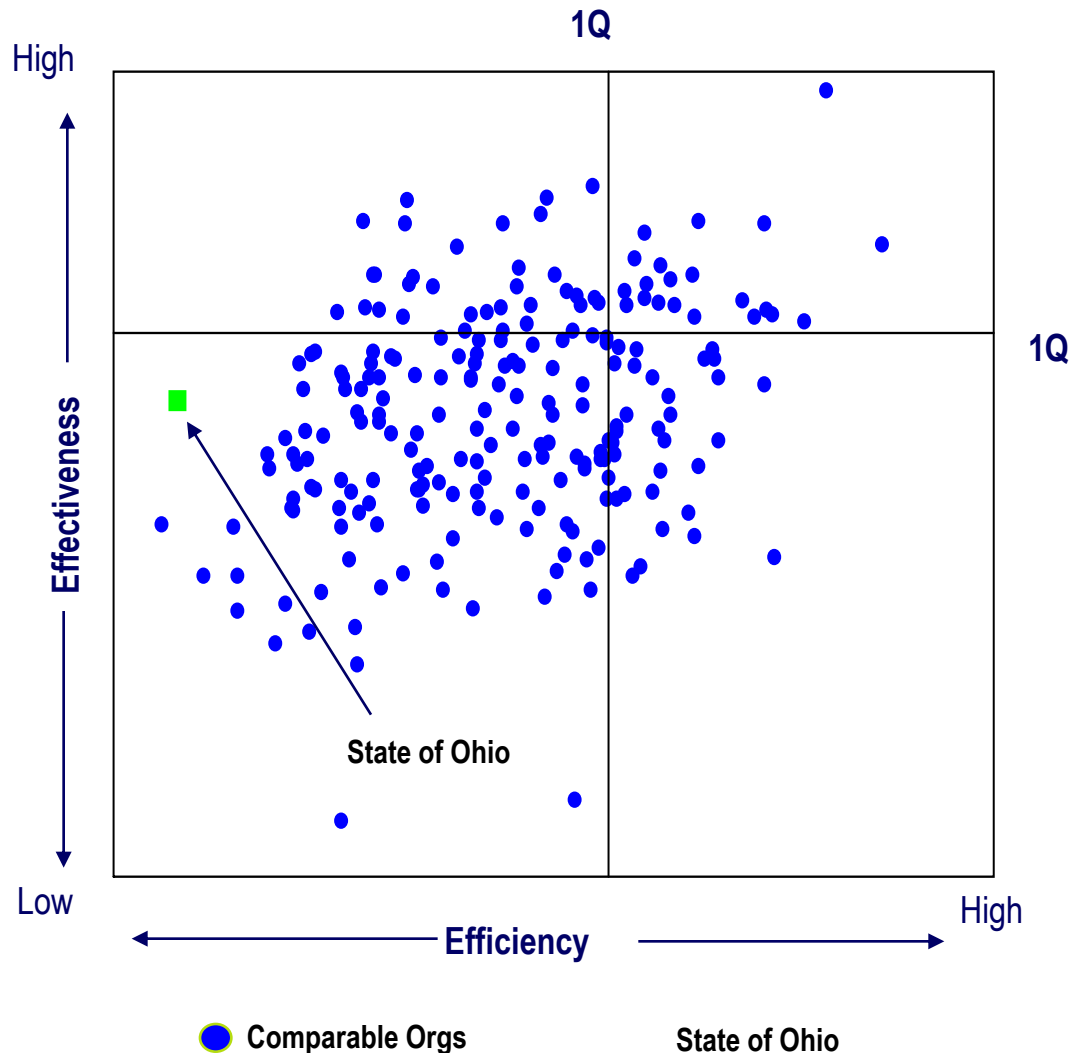
- Billing and Receiving
- Asset Management
- Budgeting and Planning

Sept 2009



- Enterprise Learning Management (ELM)
- Customer Relationship Management (CRM)
- Travel and Expense
- eSupplier (Vendor Self-Service)
- Accounts Payables Enhancements

State of Ohio's Value Grid Shows Opportunity to Improve Performance in Effectiveness and in Efficiency



	Key Finance Drivers	State of Ohio
Efficiency	Total Cost	
	Transaction Processing Cost	●
	FTEs & Productivity	●
	Cycle Time	●
Effectiveness	Technology Leverage	●
	Role of Finance	●
	Talent Management	●
	Value of Analysis	●
	Quality	●
	Economic Return	●
	Information Access	●

●	Most KPIs for the Key Driver are at or near World-Class
●	Some KPIs for the Key Driver are at or near World-Class
●	Most KPIs for the Key Driver are far from World-Class

Facing the Facts

- Forecasting \$80M budget deficit as a result of recession and tax reforms in 2008-2009
- More than 500 positions eliminated to balance budget
- Eligible to retire
 - 14 percent of workforce in 2011
 - 33 percent of workforce in 2014
- Prior investments in technology have not provided the promised results



Benefits of Shared Services

- In the private sector, shared services has shown to be a more comprehensive and flexible tool for improving processes, enabling technology investment, generating profits, and reducing costs
- Deliver cost-effective, high quality services, standardize, and streamline processes
- Fewer personnel on administrative tasks means more talent available to concentrate on meeting agency goals effectively
- Fewer resources and services are needed, less costly investment in technology, paper, delivery, and office space



Governance Structure

Agency Partnership Governance

Responsibilities

Focus on:

1. Resources
2. Buy-in
3. Strategic direction

Responsibilities

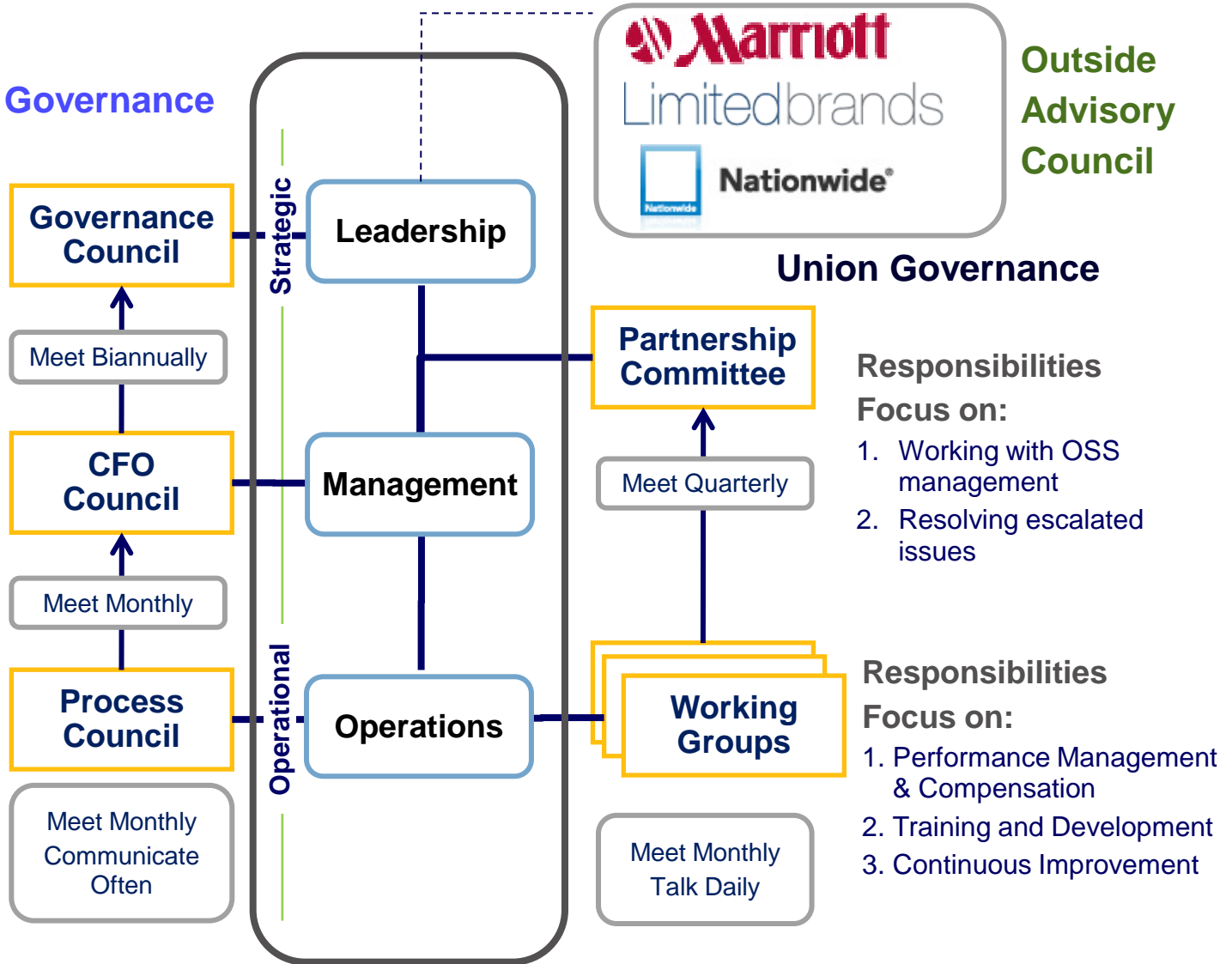
Focus on:

1. How well?
2. What's next?

Responsibilities

Focus on:

1. Continuous improvement
2. Operational performance



Responsibilities

Focus on:

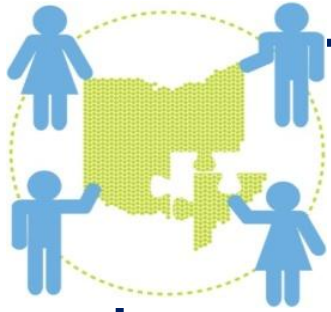
1. Working with OSS management
2. Resolving escalated issues

Responsibilities

Focus on:

1. Performance Management & Compensation
2. Training and Development
3. Continuous Improvement

What is Ohio Shared Services



What is Ohio Shared Services?

Ohio Shared Services is the first shared services environment in Ohio government that delivers common transaction processing for state agencies and business vendors with an emphasis on customer service.

At Ohio Shared Services, we deliver Service First by engaging our employees and partnering with our customers.

Mission

Execution, Efficiency, Customer Service

Ohio Shared Services delivers value for its customers in everything we do. Our primary key to success is a highly motivated, top-performing, self-directed workforce.

Vision

Best In Class, High Performing Public Service Entity

Ohio Shared Services is nationally recognized as a public sector pioneer that manages multiple business processes for a variety of public sector entities. It is recognized as best in class in serving its customers, in maintaining a high-performance workplace and in recognizing employees as its most critical asset.



Ohio Shared Services Brand

- Branding communications:
 - Makes Ohio Shared Services messaging distinct
 - Promotes a sense of cohesive messaging
 - Represents excellence in customer service
- Ohio Shared Services brand appears on:
 - Exterior Signage
 - External Communications
 - Memos
 - E-mails
 - Presentations



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What We Do Here

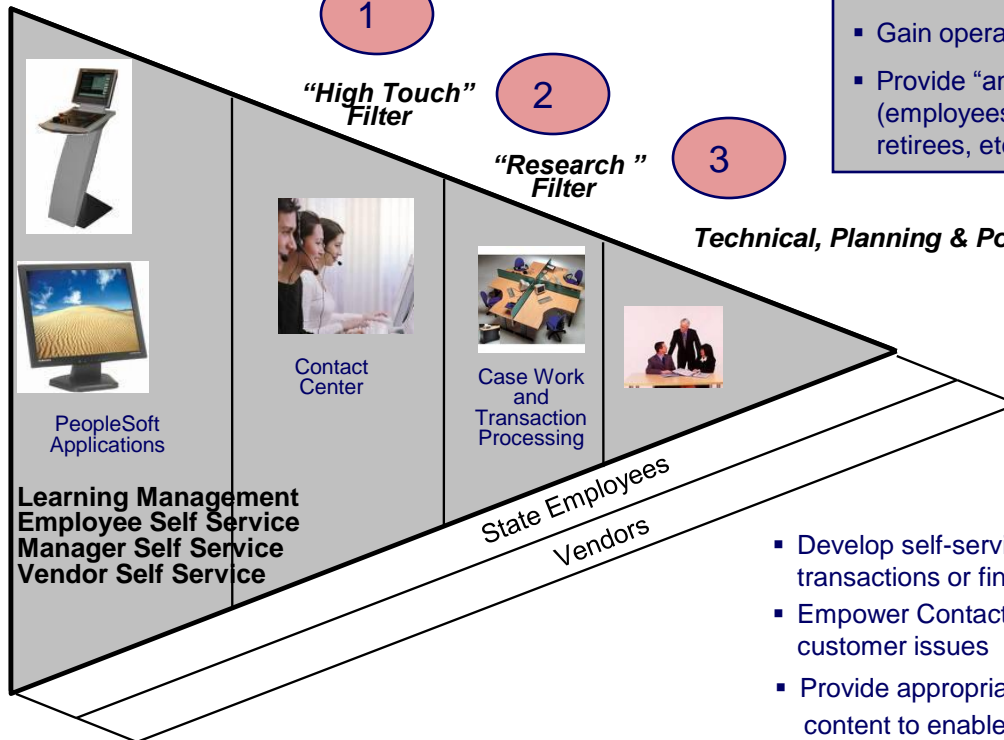
The processes currently performed at Ohio Shared Services:

- Accounts Payable
 - Invoice Processing
 - Document Retention
- Maintain Vendor Information
 - 1099 Forms
 - Vendor Inquiries
 - Vendor Maintenance
 - eSupplier (vendor self-service)
- Travel and Expense Reimbursement
- Chart of Account Maintenance
- Statewide Finance and Learning Management End User Support



Service First

**Technology
Filter
"Self Service"**



**Learning Management
Employee Self Service
Manager Self Service
Vendor Self Service**

State Employees
Vendors

Technical, Planning & Policy

Benefits

- Increase speed of response
- Gain operating efficiencies from technology
- Provide "anytime/ anywhere" service to customers (employees, management, vendors, applicants, retirees, etc.)

Leading Practices

- Develop self-service capabilities that enable employees to initiate transactions or find answers to queries
- Empower Contact Center Agents to make decisions and solve customer issues
- Provide appropriate employee self-service access to learning content to enable employees to complete necessary learning and development objectives
- Provide Customer Service Representatives (CSRs) with tools to capture customer contact content easily in order to ensure that customer issues / history are fully documented



Organizational Structure

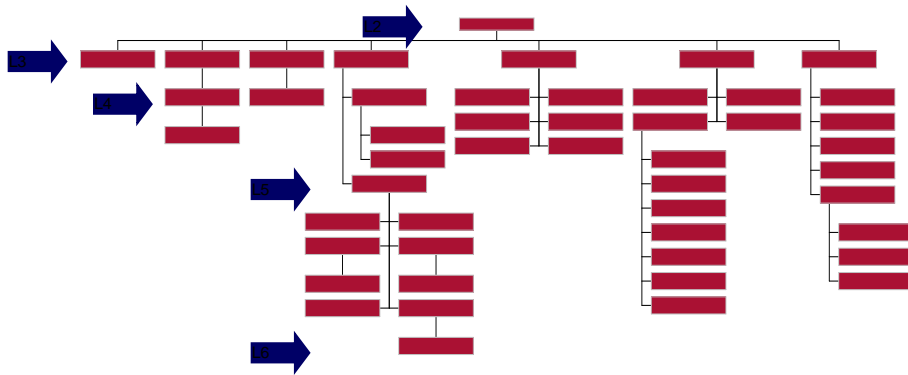
Ohio Shared Services is comprised of two segments: contact center and transaction processing with a dedicated team of:

- Center Leads
 - Contact Center
 - Finance
- Coaches
- Ohio Shared Services Associates

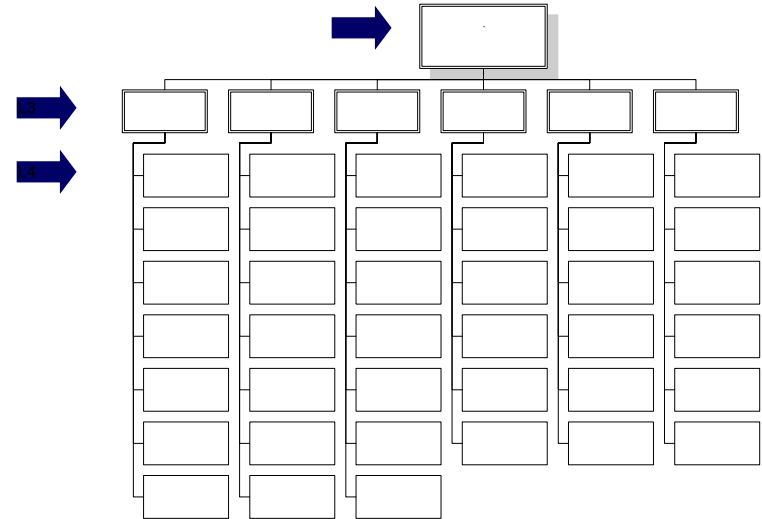


Span-of-Control Approach

Illustrative Current State Org Chart

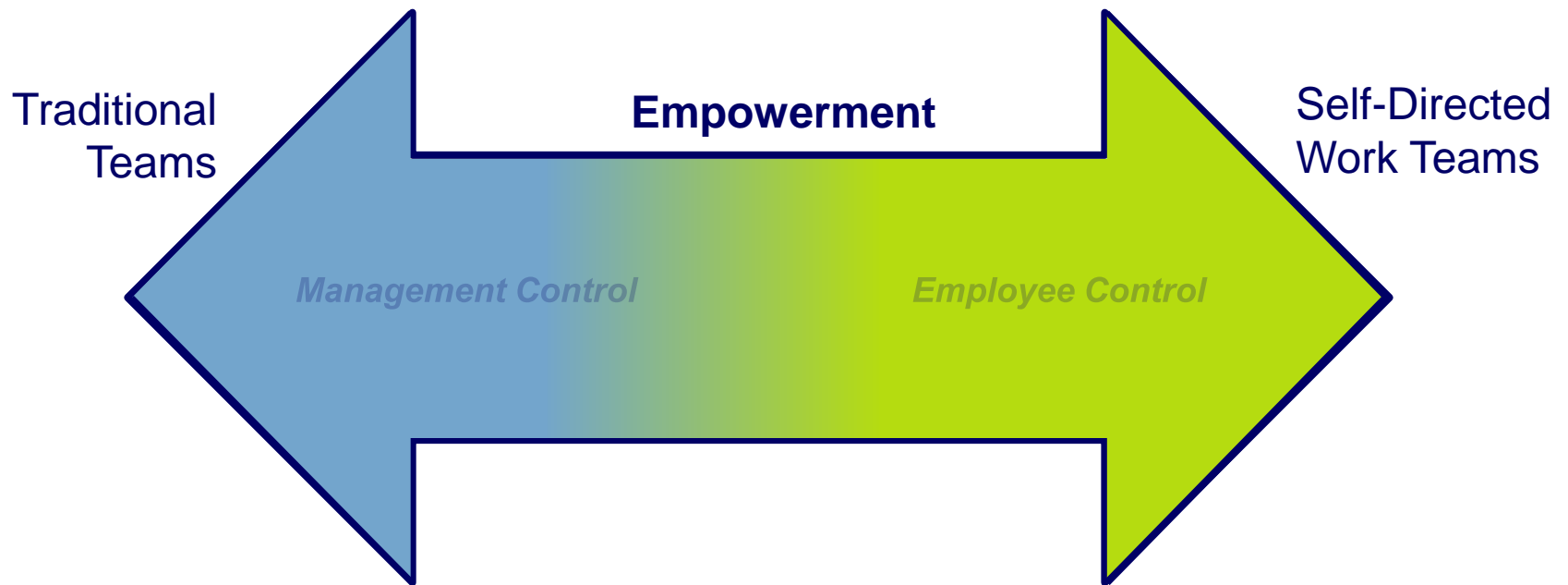


Illustrative Future State Org Chart



Employee Empowerment

Self-directed work teams are the highest form of employee empowerment.



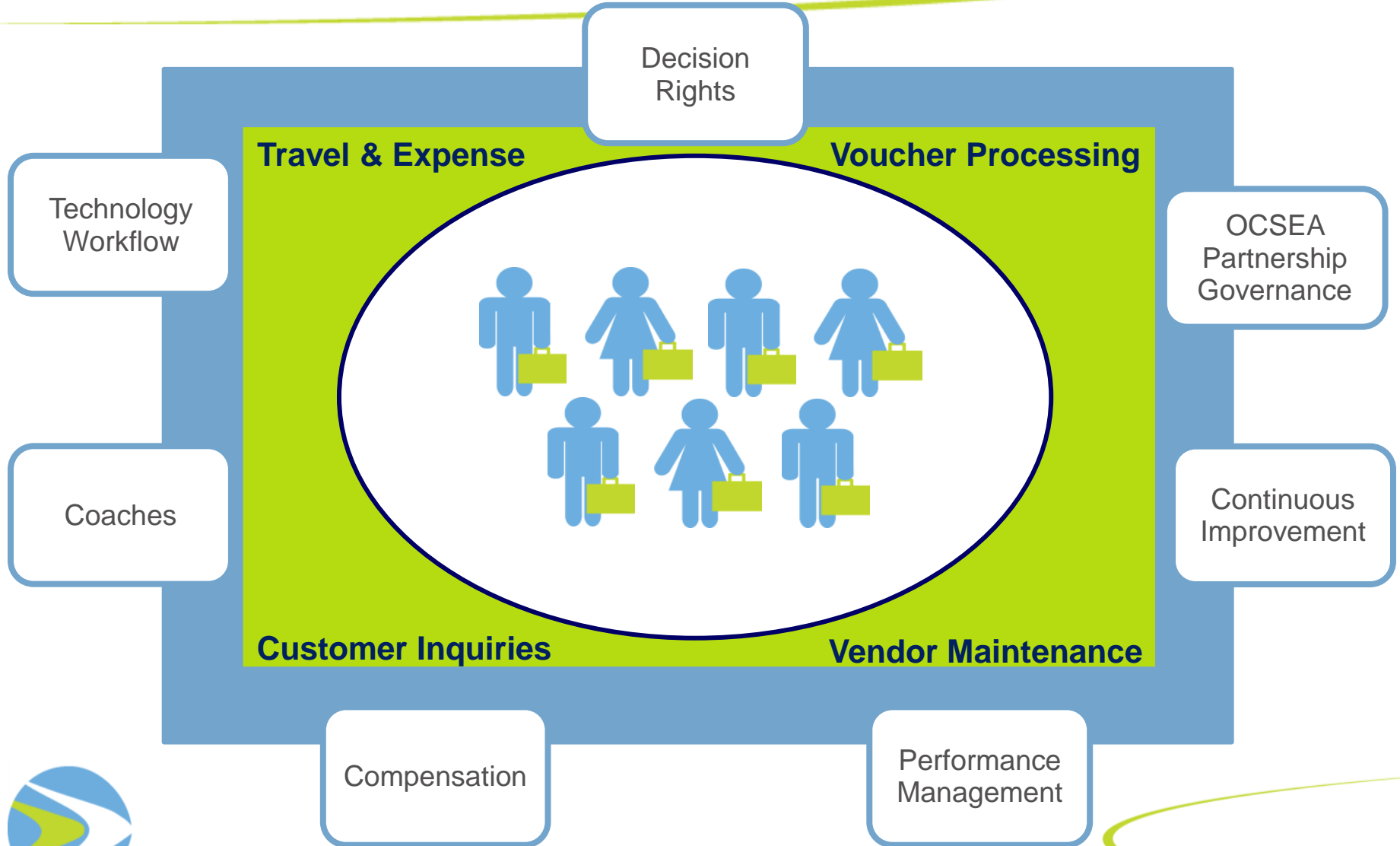
Associate Selection Process

Selection: The OSS Associate selection process involves four steps.



- 1. *Screen Application:*** Candidates meet minimum qualifications to continue to proficiency testing.
- 2. *Test Proficiency:*** Candidates pass proficiency test to continue to interviews.
- 3. *Interview:*** Candidates complete mock call and critical behavior interviews before being considered for offer.
- 4. *Offer:*** Candidates are ranked and the number of offers are determined based on hiring need.

Self-Directed Work Teams are Supported by Seven Pillars



Reporting Overview

Establishing Data Control



**Ohio Shared Services
Balanced Scorecard**



**Ohio Shared Services-
Agency Service Charter
Scorecards**



**Functional Daily
Scorecards**



**Operational
Reporting**



**Individual
Scorecards**

By directly measuring strategic objectives outlined in the **Ohio Shared Services Mission**, the Balanced Scorecard will be a key tool to communicate the quantitative successes or challenges of Shared Services to a wide audience.

To measure efficiency and effectiveness of service delivery to our key agency partners, Service Charter Scorecards will track commitments made in these Service Charters by **both Ohio Shared Services and agencies**.

Daily Scorecards for each function at Ohio Shared Services will serve as the foundation for the **performance-based culture** at Ohio Shared Services. These scorecards will measure Key Performance Indicators (KPIs) in the Service Charter as well as other key operational metrics, and ensure that each day's performance is appreciated.

A unique set of Operational Reports for each function will be identified as needed to **drive key actions** or measure detailed metrics on a daily, weekly, and monthly basis.

Certain KPIs will be selected for each function to be measured by associate and included in each Individual used in the quarterly Ohio Shared Services Performance Management process.

Ohio Shared Services Workstations

- Each workstation is equipped with:
 - An ergonomically designed chair
 - A WYSE thin client instead of the customary Computer Processing Unit (CPU)
 - An oversized monitor for easier visibility of multiple documents
 - A CISCO phone with standard features and remote hands-free for call agents
 - A cushioned file cabinet that doubles as replacement for a side chair



Contact Information

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