

When a government agency faced pressure to reduce their support function costs whilst improving the quality of services provided...

Our founder helped them to design a Target Operating Model for a new Shared Services Centre.

Challenge

A government agency faced numerous challenges within their support functions including escalating costs, poor service levels, duplicated processes and lack of capacity to act as a local business partner to other business units.

The agency was under significant pressure to review their service delivery model and identify ways of doing more with less. The Executive felt there could be significant benefits to be gained from moving towards a shared services model. This included increased efficiency as a result of best practice processes, economies of scale, greater spans of control and an enhanced customer service focus from service level agreements.

Our founder was engaged to design the detailed Target Operating Model that would act as the framework for the day to day operations within the new Shared Services Centre (SSC).

Discovery

The first task was to work with the Executive to develop a business case to help assess the feasibility of utilising a shared services approach.

Key activities included developing a vision for how the services would be delivered, conducting market testing to identify potential outsource providers and identifying implementation barriers / constraints.

All of these factors were considered and presented to the Executive who gave the green light to proceed to the next stage and design a Target Operating Model for how shared services would operate in the future.

Impact

Working directly with the Executive and Shared Services Director, a series of workshops were held to work through some critical design questions to shape the future state including:

1. Determining which aspects of the support function processes should be performed by local business units versus the SSC





2. Clarifying the demarcation of responsibilities and accountabilities between the organisation and the SSC
3. Determining the appropriate shared services model for the SSC
4. Determining technology consolidation opportunities
5. Defining how to organise the SSC and what the supporting organisation structure should look like
6. Conducting a high-level site / location analysis for the SSC by considering factors relating to socioeconomics, tax and subsidies, office space, availability of labour, accessibility etc...

The answers to these questions were used to design the Target Operating Model and implementation requirements for establishing the new SSC. This included the development of a detailed stakeholder engagement plan to manage change for all impacted staff.

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