

What gets VCs out of bed

The sector view of Shared Services for corporate systems

Duke & Jordan Ltd

with

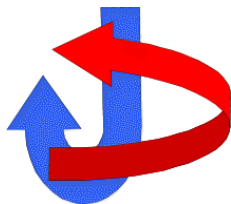
Alphaplus Ltd

Mary Auckland

Chris Cartledge

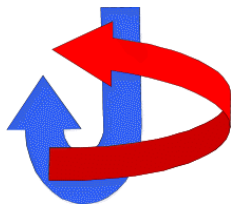
Simon Marsden

Bob Powell



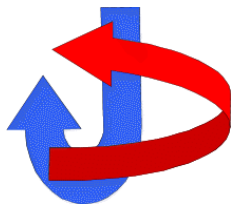
Background

- JISC sponsored
- Particular interest from
 - HEFCE
 - SFC
- Covered
 - Whole of UK
 - FE and HE
 - Data presented here is HE only



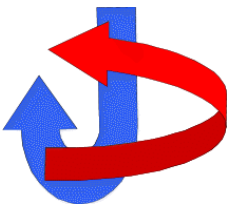
What we did

- Addressed use of shared services in delivery of administrative systems
- Four reports published
 - What's happening now
 - What software is being used
 - What aspirations do institutions and suppliers have for shared services
 - Recommendations for the Funding Councils and JISC



Definition of Shared Services

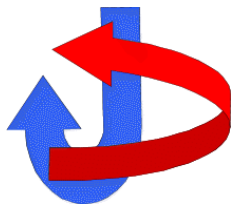
- Institutions cooperating in the development and delivery of services, so sharing skills and knowledge, perhaps with commercial participation



Definition of Admin systems

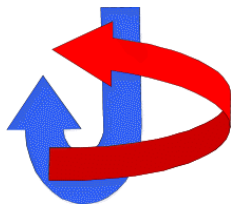
9 areas

- Finance
- Student Records
- Timetabling
- Human Resources (HR)
- Payroll
- Estates
- Library Management
- Virtual Learning Environment (VLE)
- Customer Relations Management (CRM)



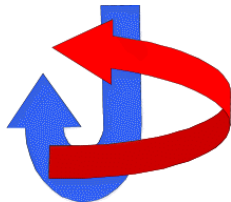
Process

- Interviews
 - Key stakeholders
 - 20 institutions
 - Selection of suppliers
- Web surveys
 - Systems in use
 - Attitudes and approaches to shared services
- Existing documents

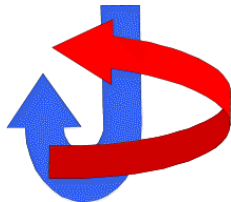
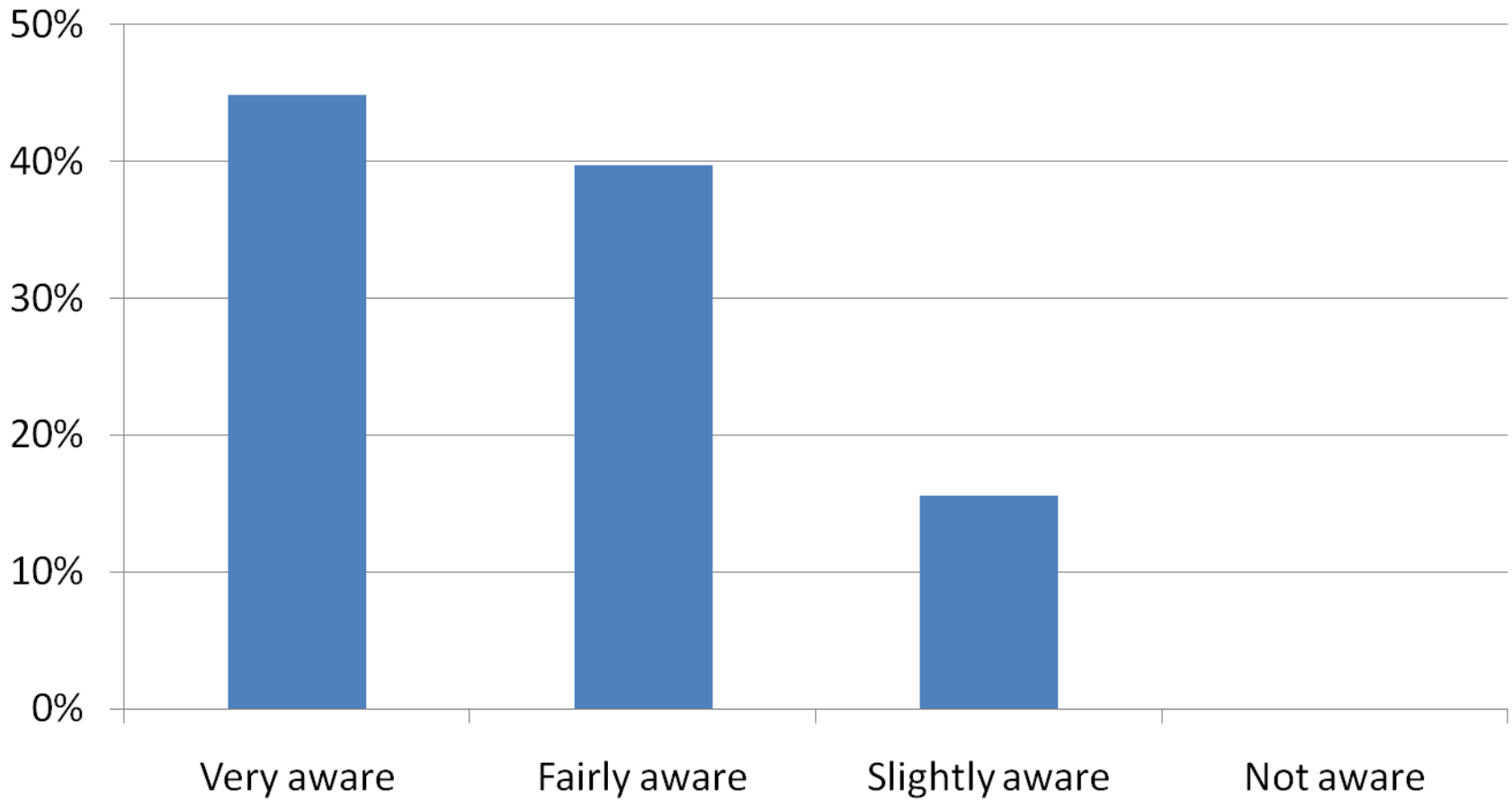


Conclusion 1

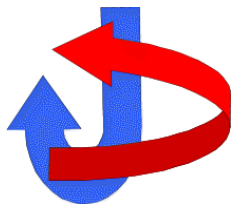
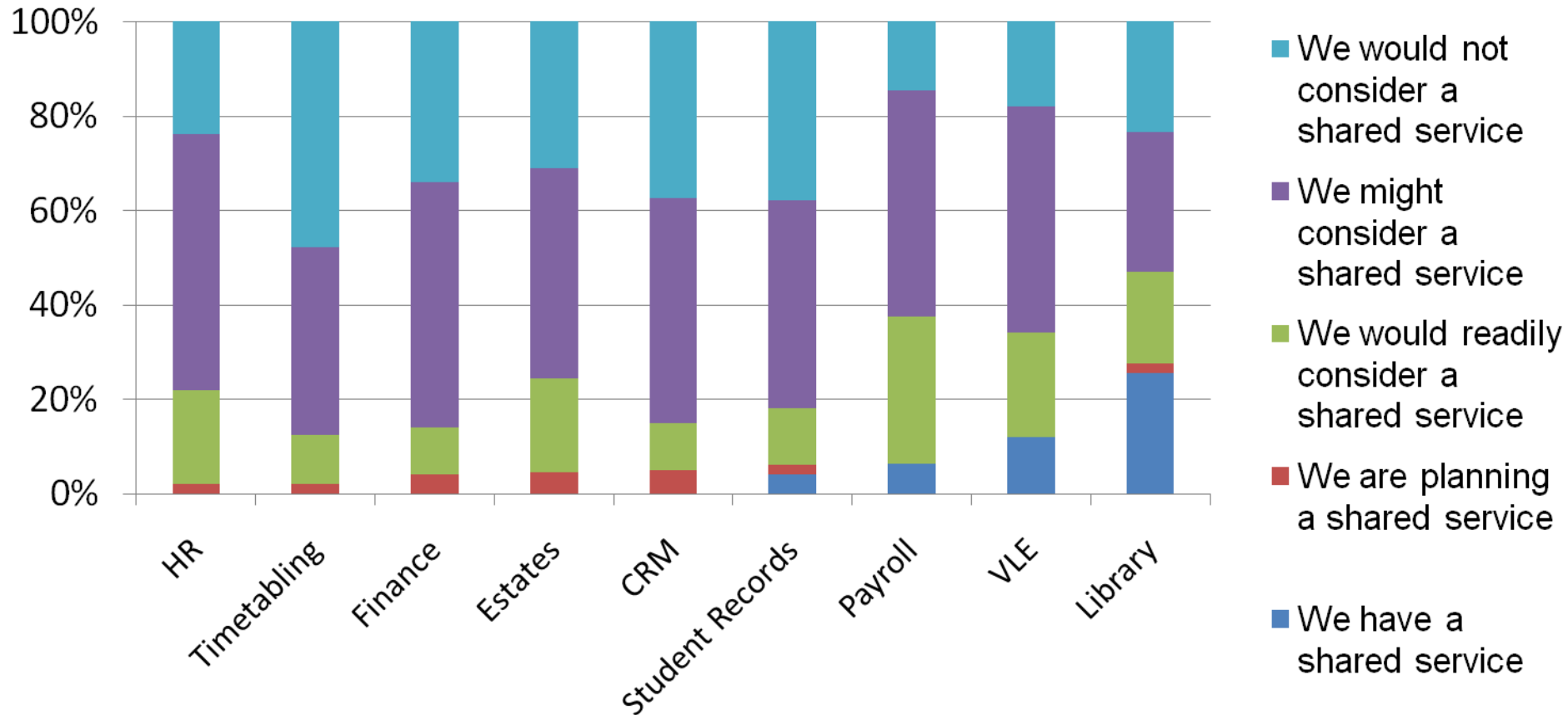
- There is a low level of enthusiasm for shared services in the sector



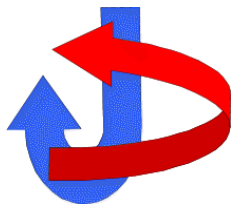
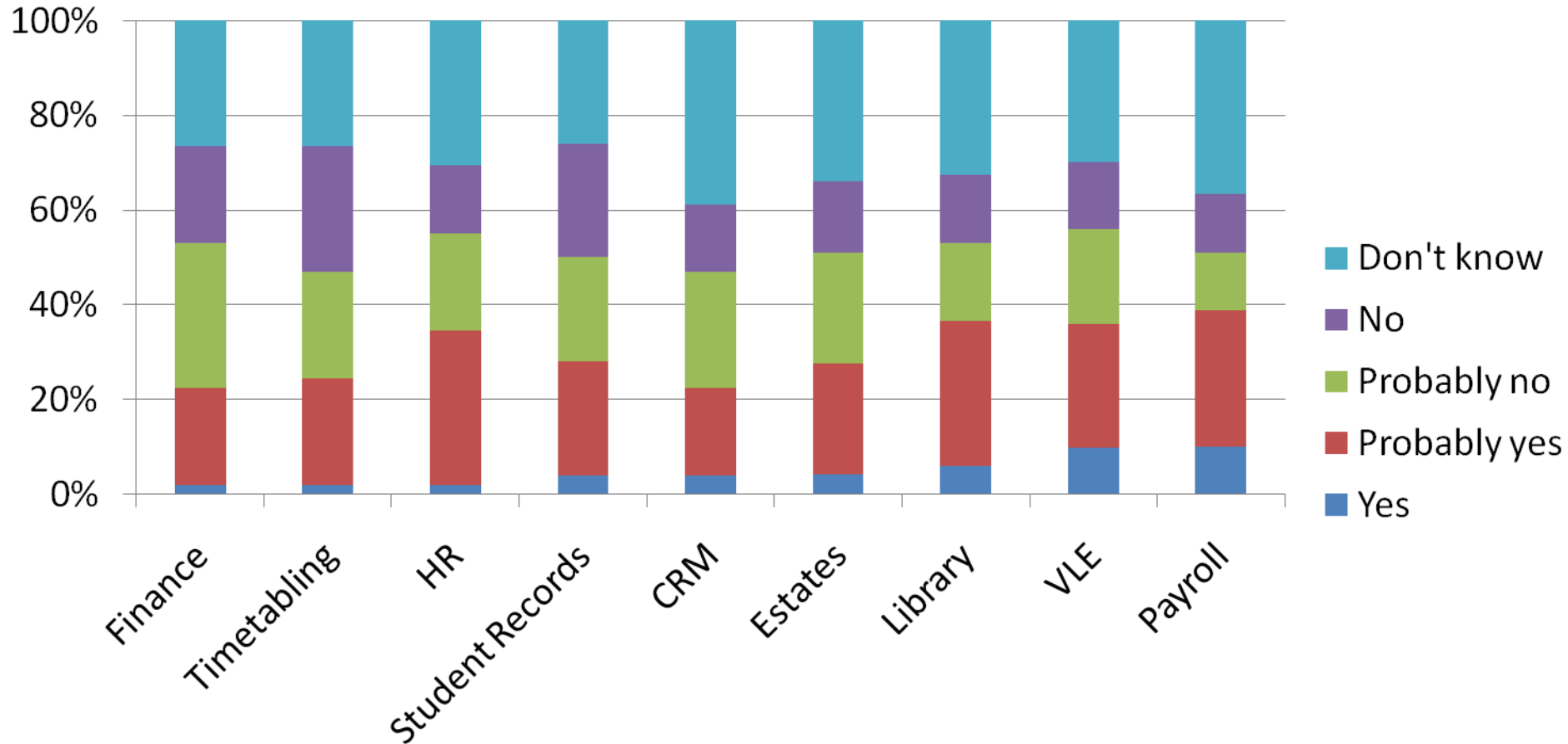
Awareness of Shared Service agenda



Attitude to having a Shared Service

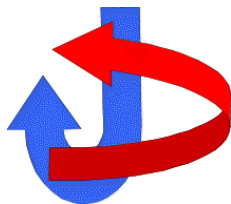


Would institution participate in free shared service

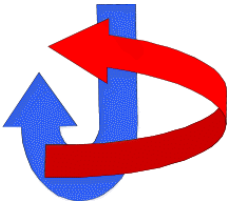
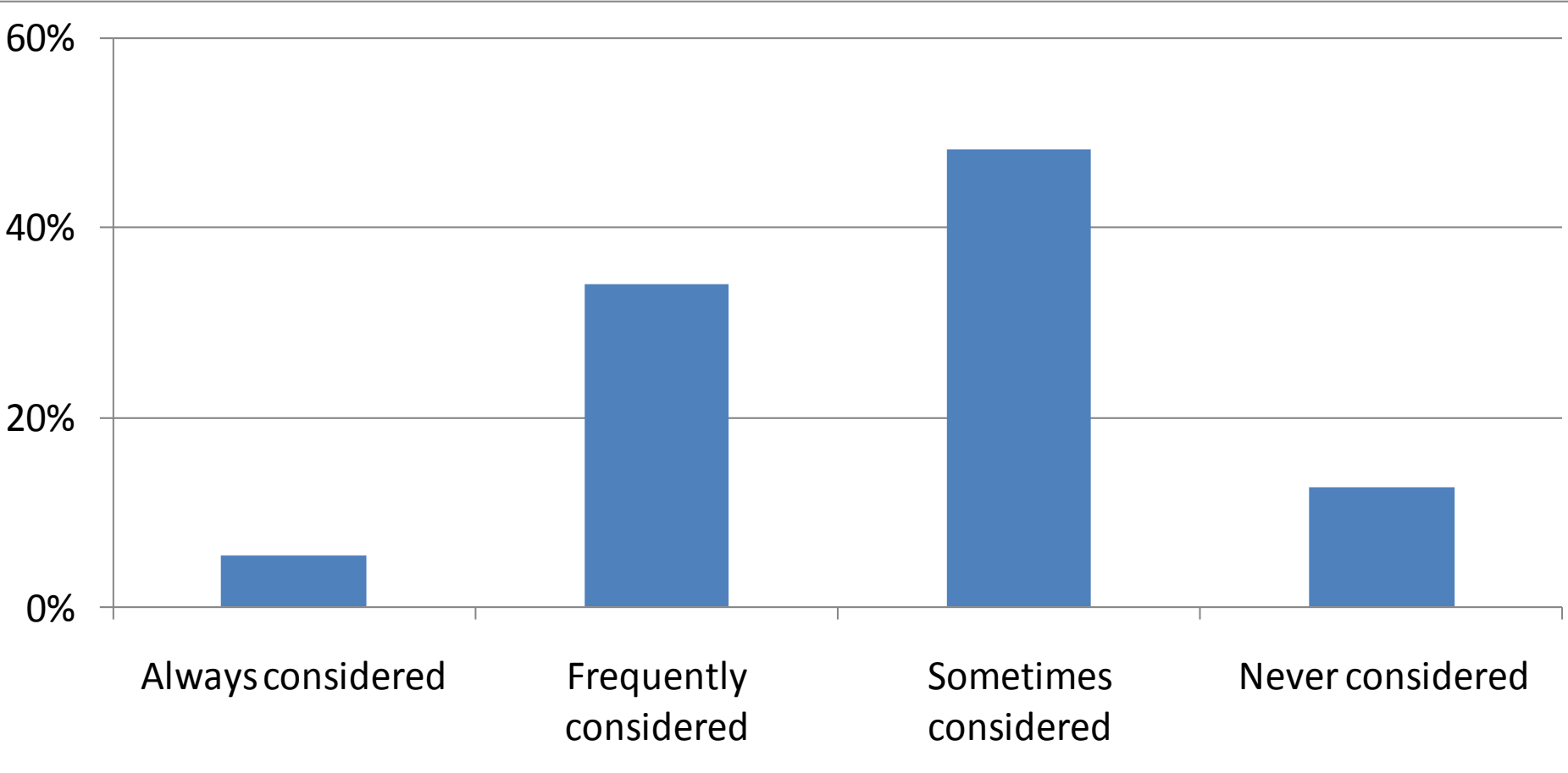


Conclusion 2

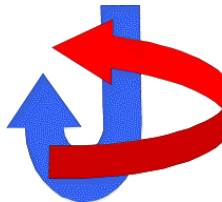
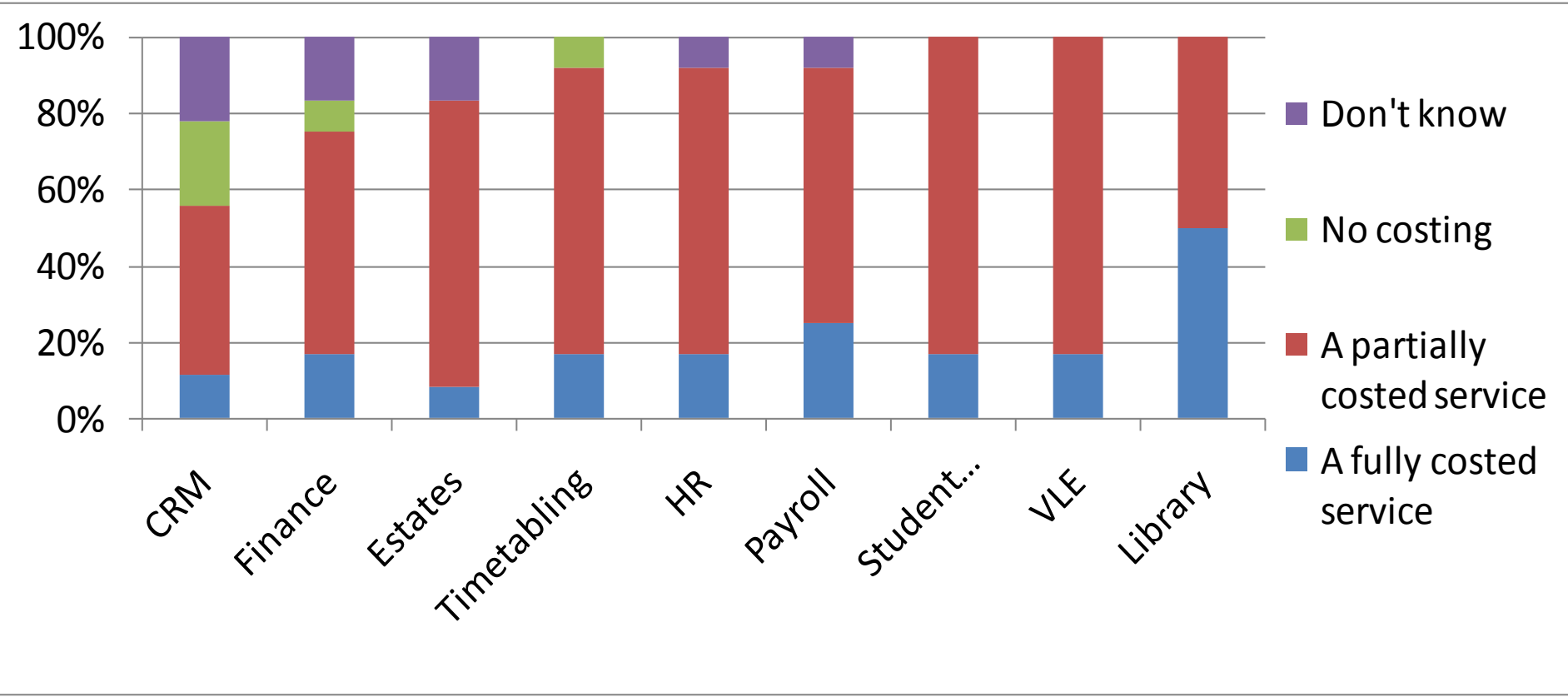
- Adopting shared services carries risk with uncertain benefits
 - These are in any case dependent upon institutional circumstances



Giving consideration to shared service solutions in planning

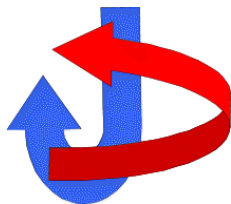


Extent to which delivery of admin systems is costed

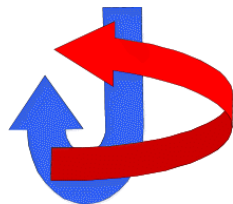
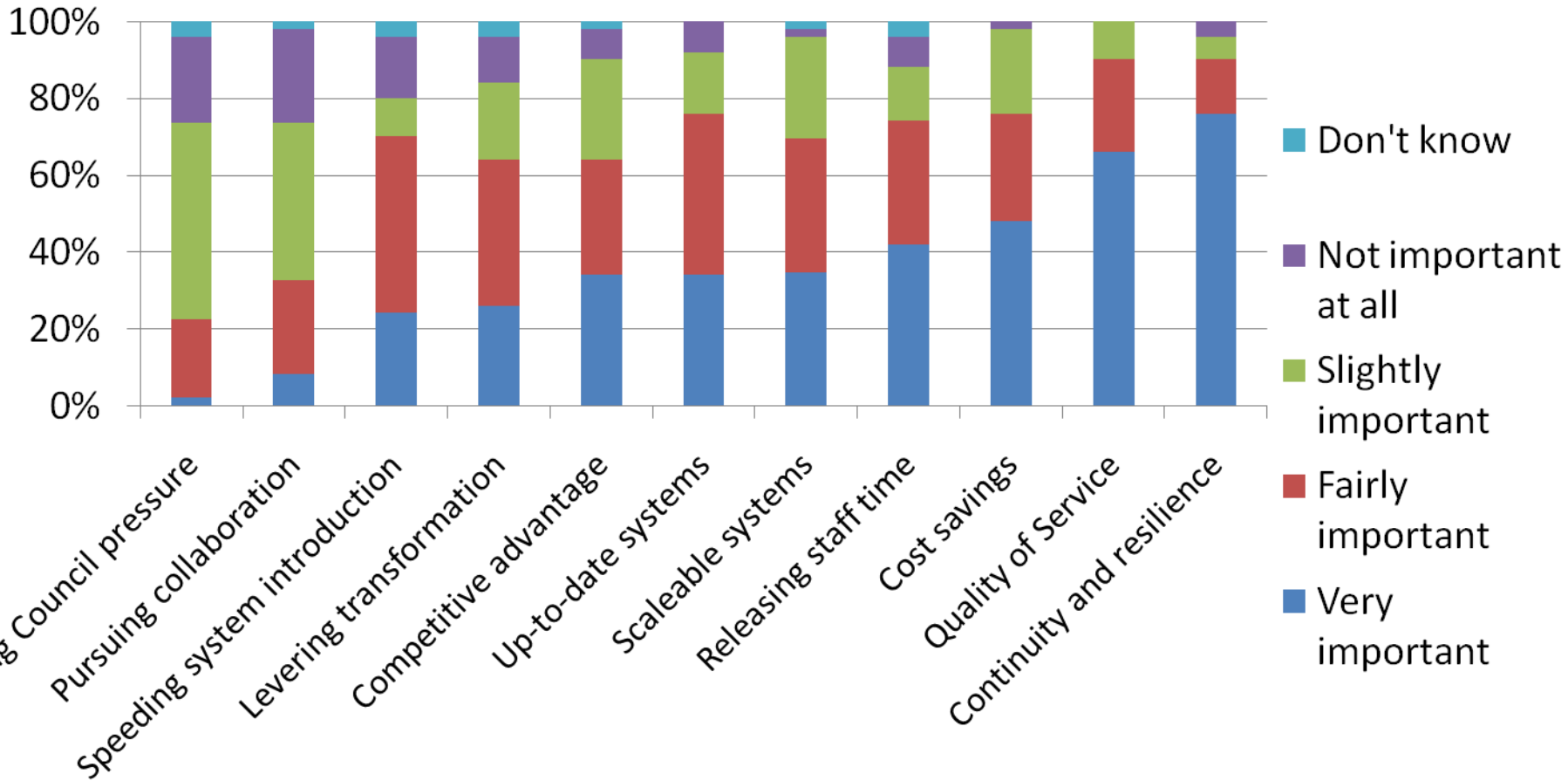


Conclusion 3

- The principal impetus for institutions towards shared services is the delivery of better services rather than towards being leaner organisations

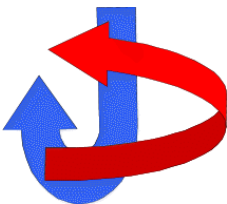


Principal drivers

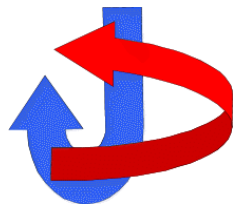
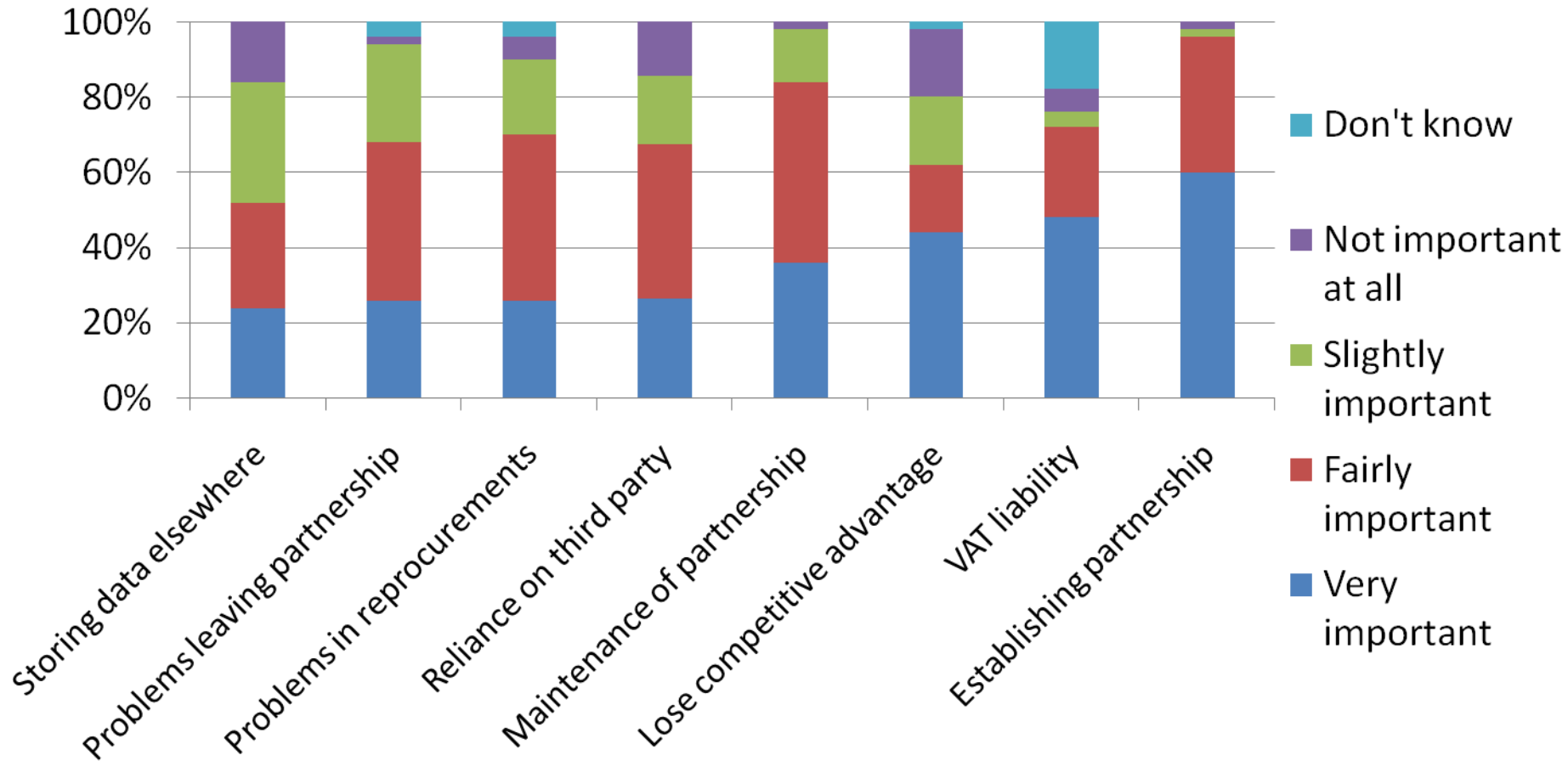


Conclusion 4

- Partnership issues are the principal group of inhibitors hindering adoption of Shared Services

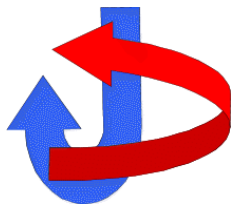


Principal inhibitors

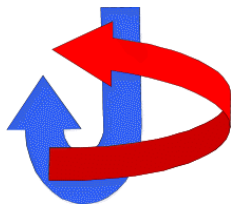
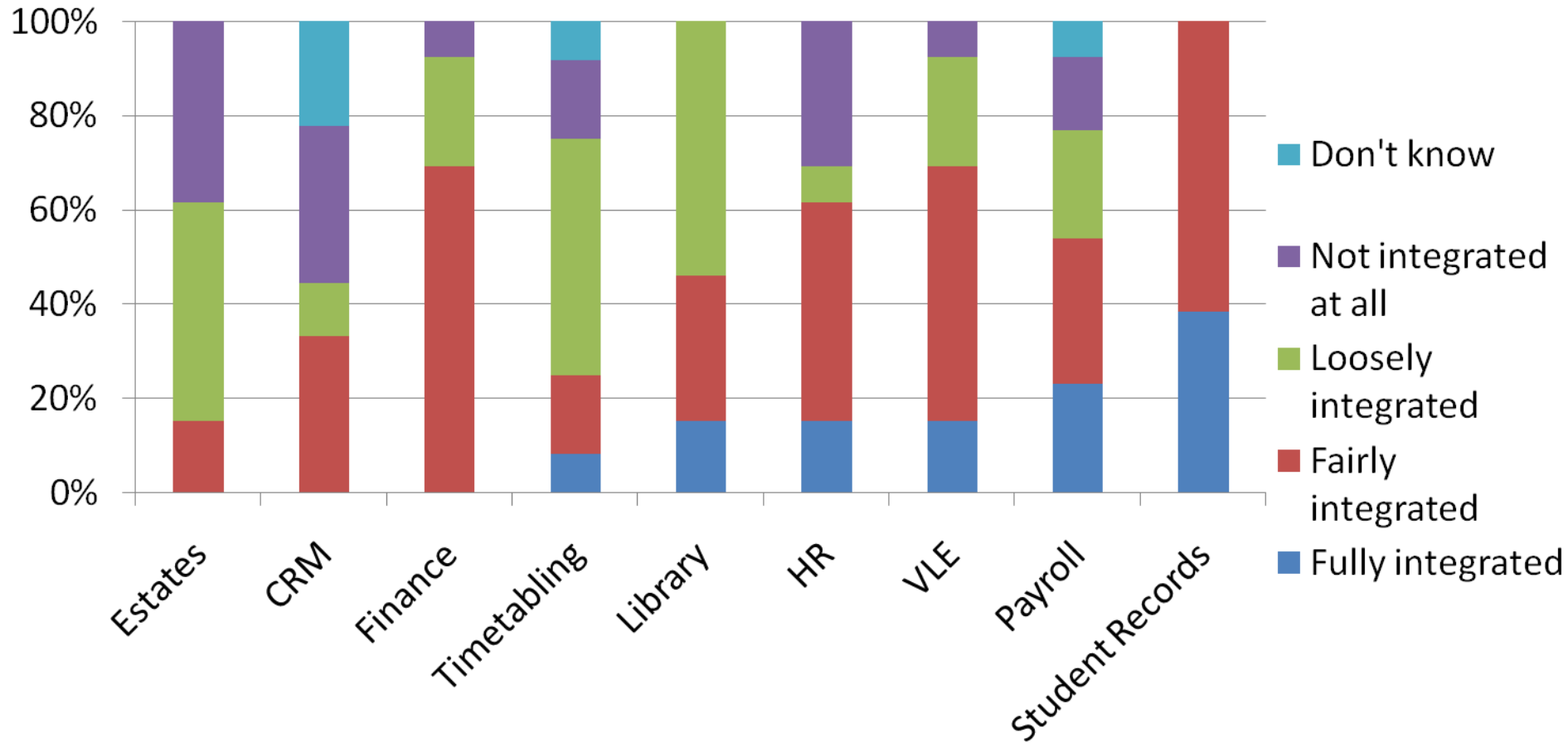


Recommendation 1

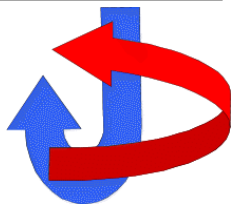
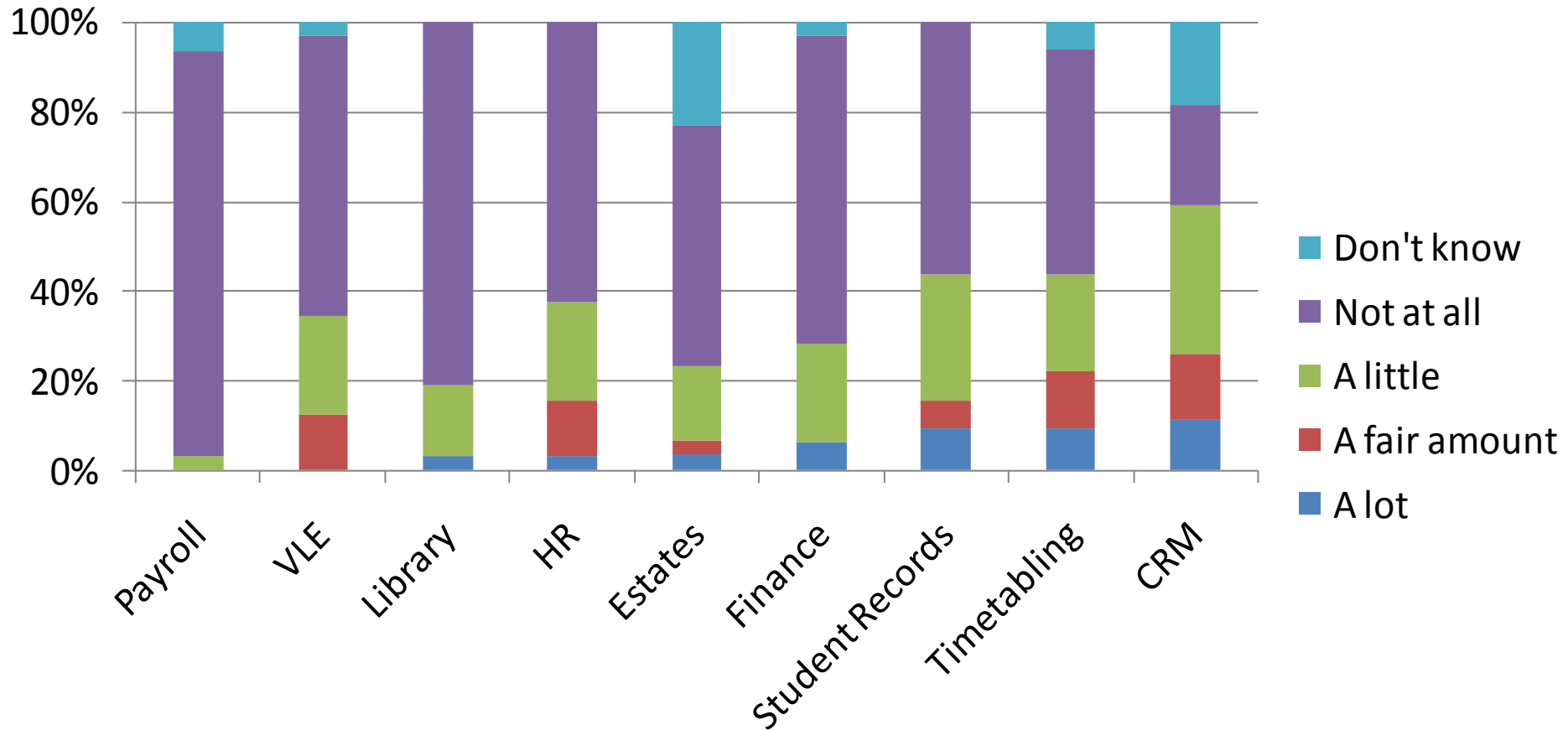
- Establish an institutional performance agenda
 - Leanness
 - Flexibility
 - System integration
 - SOA



Integration with other systems

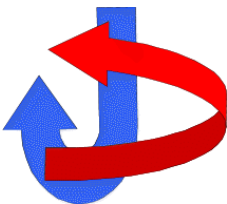


Use of departmental/faculty systems



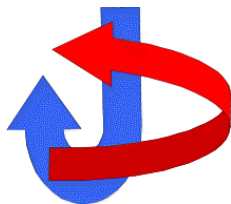
Recommendation 2

- Develop Business Process Management
 - Includes costing
 - Lack of process mapping



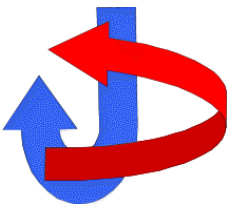
Why BPM/R is important

- Shared processes are a prerequisite for shared services
 - And for outsourcing(?)
- Helps institutions
 - Meet global competition
 - Handle vagaries of economy



Recommendation 3

- Set up a dating agency
 - Recommended to JISC and FCs
 - UCISA may be in best position with best supporting information



JISC study on prevalence of and attitudes towards shared administrative services in UK HE and FE

Duke & Jordan Ltd

