

CabinetOffice

Shared Services

Go Live at the Cabinet Office



As planned, the Cabinet Office successfully migrated its HR, payroll, finance and procurement transactional services to DWP Shared Service on 6th April.

This is a key step in demonstrating Shared Services' ability to operate an effective multi-customer service. As part of this joint 'pathfinder' project Cabinet Office and DWP are developing a set of re-usable products to support the take-on of future businesses

The first few weeks focused on getting everyone logged on to the system.

On the whole the DWP Resource Management system worked fine – just a few problems which were quickly spotted and resolved. Those weeks were pretty hectic as quite a few users had difficulties in logging on due to some technical difficulties at the Cabinet Office end.

Once these were overcome, people started checking their personal details and details of their team and then gradually moved onto using the system for other things such as claiming overtime, submitting and approving expenses and recording staff changes.

Three weeks after go-live the April payroll ran successfully (a major milestone!) and everyone was able to view their payslip on-line at the end of the month.

Everyone in the Cabinet Office had either attended classroom training or had access to e-learning on shared services.

However, when they started to use the system for real many found the hands-on help provided by the team of DWP and Cabinet Office floorwalkers invaluable.

This was not only of huge benefit to staff and line managers but also gave the project team information about where the teething troubles were and what people were finding difficult.

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Over twenty people from DWP's HR, Accounting and Procurement services came to Whitehall for three weeks as "floorwalkers"



left to right: Chris Thompkins, Michelle Loan, Carol Blacklock, Joss Barker, Nicola Stewart, Julie Baines

Getting used to self-service

A big difference for Cabinet Office staff has been using the DWP self-service system to do a whole variety of routine HR and financial transactions.

Many people found that some transactions were not very intuitive the first time through – for example making an expense claim. We tried to learn quickly from these problems and provided more detailed user guidance where needed.

Many managers initially were unclear on how the new procurement processes worked. Again, once people had used this part of the system to approve a purchase order or an invoice, and got used to it, their confidence in the system has risen significantly. Certainly, the Cabinet Office has now shot up the 10-day payment league table, to 93% of payments made within 10 days, so people must be getting it right!

Many people really like being able to see and control personal and resource information on-line, although "do it yourself" isn't universally popular. On the whole, once people have got used to how the system works, they have been quite happy with self-service.

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HR and Finance

The Cabinet Office HR and Finance functions re-structured themselves as part of the move to shared services. They also revised all the HR and Finance policy and process guidance and re-published it on the Cabinet Office intranet.

The early weeks following go-live were all about settling in and understanding the new ways of working, as well as helping their Cabinet Office “customers” adjust to the change. The HR and Finance teams found that there were some adjustments needed to processes and guidance to make the services really “work” for the Cabinet Office.

Three months in to the new service, the process of knowledge transfer and relationship-building continues between HR and Finance and their counterparts in DWP Shared Services.

Looking ahead

The Cabinet Office Shared Services (COSS) Project has now formally concluded. The live services & their future development are being managed using mechanisms agreed between DWP and the Cabinet Office, and documented in a formal Service Agreement. The focal point is a Service Manager in each organisation.

Some of the new mechanisms (e.g. a Customer Forum) are designed specifically to cater for the fact that DWP is now supplying multiple customers, all of whom need a voice in the service and its ongoing development.

Having on-boarded the Cabinet Office, and with DCSF expected to migrate later this year, DWP is keen to position itself as a leading supplier of back-office services to other departments, agencies and NDPBs. For more information please contact David Thorpe David.Thorpe2@DWP.gsi.gov.uk
Tel 01253 332058

“I’ve been involved in a large number of shared service implementations and I feel very proud of what we’ve achieved together with the Cabinet Office – this is a real testament to collaborative working across government departments. The project teams worked very hard to ensure that it was a success”.

David Thorpe,
DWP Shared Services Director



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Re-cycling our experience

We are putting together a toolkit to assist other Government organisations embarking on shared services projects. The aim is to help others migrate quicker, cheaper and with less risk by re-using what we have done.

It will consist of an overall activity “framework” reflecting what we did in the COSS project, with descriptions of each activity and the lessons we learned. It will also have links to many of our products so they can be referenced for information, as examples, or to be tailored and re-used.

We want this toolkit to be comprehensive and to provide real insight, and it’s taking longer to complete than we anticipated. The work’s well-progressed now though and we expect it to be ready for publication during the Summer via the Cabinet Office website.

Working Together

Connecting Cabinet Office with DWP has been a real challenge in many respects – building secure technical access, aligning processes and understanding each other’s culture. The hurdles were higher because it was the first time DWP had taken on an “external” customer. Close working and a strong shared desire to achieve this made all the difference.

“As with any operational change, people need time to get used to the new system and different ways of working, but it’s settling in well. We had great support from the DWP floorwalkers at go-live and everyone has worked hard since then to make this joint enterprise work well. I do hope others considering shared services will re-use and benefit from our experience.”

Janet Wilkes , Director of the Cabinet Office Shared Services Project



Sharing for Successful Delivery

www.cabinetoffice.gov.uk/cio/shared_services.aspx

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Welcome to the Shared Services Newsletter

Hello and Welcome to the July edition of the Shared Services Bulletin.

We are pleased to report that Shared Services have arrived at the Cabinet Office and we are all settling down to life using the DWP Resource management system. Our Cabinet Office colleagues have written about the highs and lows of the change over and we will be sharing the lessons learnt with some online material later this summer.



This represents significant progress since the last Bulletin. Both Cabinet Office and the Home Office have now migrated to external service providers proving that sharing services across Departments is a practical option. Shared corporate services now cater for over 80% of Central Government employees, including those using in house operations.

In addition the Operational Efficiency Programme (OEP) makes it clear that Agencies and NDPBs must also move to shared corporate services. We will continue to encourage Departments to join with their Agencies and NDPBs into family groups, sharing common shared transactional corporate services.

There has been significant progress on Benchmarking too since the HR, Finance and IT benchmarking programmes were launched late in 2008. For the first time consistent data for the HR, Finance and IT functions across departments has been collected and returned for analysis.

The OEP has given this work an added impetus with a clear set of recommendations on the need to consistently benchmark corporate services. We are working with the OEP team to agree a co-ordinated way forward on issues such as publication.

You can find out more about this work and the background by visiting www.hm-treasury.gov.uk/vfm_operational_efficiency.htm

We are also starting to explore what services and applications could be shared across Government as we move to a more virtual world – you will see examples of this on the next few pages with more to come.

That's all from me for this edition. I hope you all get the chance for some rest and relaxation over the Summer.

Jo Clift
Head of Pan Government Shared Services

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Northern Ireland training centre hosts Sir Gus O'Donnell

Home Civil Service chief, Gus O'Donnell, recently paid a visit to the Northern Ireland Civil Service (NICS) to deliver a Masterclass for senior managers and meet Civil Service Award winner, The Centre for Applied Learning (CAL).

More than 160 senior managers across all Northern Ireland departments participated in the interactive session, as Sir Gus looked at "The Twenty First Century Civil Service". Next stop was The Centre for Applied Learning (CAL).

Steve Hare said: "The Masterclass by Sir Gus was a very innovative learning opportunity. His visit enabled CAL to demonstrate how we support modernisation and reform across all NI Departments. It also allowed Sir Gus to meet people whose working lives have been enhanced as a result of the opportunity to re-train and develop a new career path in the NICS."

The Centre for Applied Learning was established in 2006 as an internal shared service training centre for the provision of training to all NICS departments and their agencies.

Following CAL's win at the Whitehall and Westminster Civil Service Awards 2008, Sir Gus had expressed an interest in hearing more about CAL's work. During his visit he met Steve Hare, CEO of CAL to learn about the work being done to build capability and develop talent and professionalism within the NICS. He noted the NICS approach as a good example of "Common Action" one of the strategic priorities in the Skills Strategy for Government.



Sir Gus chats with Northern Ireland Civil Service Essential Skills programme trainee Austin Bleakley.

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department for
children, schools and families

Shared Service for School Recruitment

The Department for Children, Schools and Families is nearing the launch of a Shared Schools Recruitment Service, its first Shared Service to be deployed in the schools sector.

The core of the Service is a technology solution known as applicant tracking but it also provides schools with access to discounted media advertising rates and recruitment consultancy. The aim of the Service is to improve the recruitment processes in schools for permanent teaching and support staff, and savings of up to £28.5m annually.

The Schools Recruitment Service is the first project to be delivered by the Education Sector Shared Services Programme which has been running since the end of 2006. The Programme spent the first six months of its life identifying opportunities for the sharing of services across the whole education sector.

Recruitment was considered an ideal function for sharing across the education sector, not only for its ability to deliver efficiencies but also to modernise the process of recruitment for all schools and their prospective employees.

Any solution also had to be scalable; a recognition that schools really valued their autonomous nature. A variety of methods were used to discover if this approach would work in schools.

These included nationwide workshops to study the current recruitment processes and determine whether there was an opportunity to standardise and eventually share.

The statistics demonstrated that there was huge potential for the Service. With 450,000 teachers working in maintained schools in England, there is an annual teacher turnover of around 20% with nearly 100,000 teaching vacancies advertised each year. In addition, an estimated 50,000 support positions in schools out of 250,000 are advertised, equating to 40% of the total schools workforce.

Research demonstrated that almost all advertised vacancies had to be applied for on paper, that application forms differed across local authorities and individual schools (even though they asked the same questions), and candidates never received an acknowledgement of their application or feedback if they were unsuccessful.

Continued . . .



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Shared Service for School Recruitment

Cont ...

This confirmed the view that the whole recruitment process was in need of modernisation, and that there was an opportunity to take an innovative approach and transform the way things were done.

Right at the start of the project we brought on board an End User Steering Group whose members were drawn from local authorities and schools. The group helped develop the requirements for the Service to ensure it would meet the needs of the educational sector. Following a lengthy and rigorous European-wide tendering exercise, this independent group evaluated the tenders using the OGC's Collaborative eSourcing Tool. The procurement of the Service has passed the OGC Gateway process and was singled out as an example of good practice. The resultant framework arrangement will be signed shortly by the successful supplier and be available for use across the whole public sector.

For the Department it will mean that anonymous Management Information on schools recruitment activity will be available in one place at the touch of a button. This will help DCSF gain a better understanding of issues such as subject teacher shortages, regional anomalies and where more leadership posts might be required. This information will help the Department to implement sound evidence-based school workforce policy decisions.

The Schools Recruitment Service is a web enabled portal system, similar in nature to NHS jobs. It will provide a standard online application system which will automate routine processes for schools, allow candidates to complete applications online, and enable schools to have their own dedicated webspace to showcase their school and current vacancies.

In addition, the Service will provide schools with a greater understanding of candidate behaviour and detailed information on which media source is attracting the most candidates. It also offers 'talent pooling' which will enable schools to build either local, sub-regional, regional or national pools of teaching and support staff. For the first time, schools will be able to reach prospective candidates by a variety of means including e-mail, SMS, MMS and RSS feeds on to social networking sites, as well as through more traditional online and offline media routes.

The service will go fully live in September 2009.
www.schoolsrecruitment.dcsf.gov.uk



department for
children, schools and families

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The pensions administration review: Creating a shared service for civil service pensions across government

Seeking Civil Servants for life-long relationship, shared dreams and financial security.

Me: I'm dependable, approachable and worth more than you might think.

I can be a little complex at times and you need to invest time to get the most from me.

Respond to box number:

mypension@cabinet-office.x.gsi.gov.uk

DON'T FORGET ME! We must meet. SWM, 47, 6', 180lbs. The lady must be fun and professional, enjoy beach, music, dance, travel, movies, theatre. Let's meet, talk, see what happens. **☎5544**

CHARMING AND WELL SPOKEN GENTLEMAN 37yo DWPM, 6'4", 195lbs, very attractive, monogamous. Enjoy hiking, jazz, sailing, various smoking, travel, playing the violin. ISO sensitive, passionate companion. 32-42yo, attorney, CPA, MBA, MD or

MUTUAL GROWTH AND LTR POSSIBILITIES SWM, 38YO, 6'2", 220lbs, who's athletic, intelligent, selective, romantic, attractive, honest, monogamous, love animals, affectionate, spontaneous and music-aholic. ISO SDF, 24-38yo for great times. **☎5530**

ATHLETIC MODEL INTO LOVE AND LAUGHTER SWM, 34, 5'9", tanned, great shape mentally and physically. Secure homeowner, massage therapist. ISO very attractive,

GIVE AND YOU SHALL RECEIVE! SWM, 38, disabled business owner. ISO angel with open mind and heart, entrepreneurial spirit who enjoys life, music, the outdoors and more. **☎5444**

GIFTED WRITER ON CLEARWATER BEACH Financially stable, good looking, 6', fit, healthy, happy, accomplished, romantic, nice guy. ISO pretty inside and out, health conscious, slim, intelligent, vivacious woman under 45. **☎5427**

DOWN TO EARTH 180lbs, enjoys sailing, jogging, mtb, personality. ISO 5 similar interests. If possible LTR. **☎5555**

HEY WHAT'S NEW Well I'll tell you SWM, 27 ISO a W. Attractive, wants a her call me. **☎5500**

LIVE IN THE MC how together? SWM ISO kind, athletic, keep me on my feet, spiritual seeker or everything! **☎5492**

TIME TO EXHALE 185lbs, seeks slim any race for LTR, honest and enjoy. should be here. **☎5492**

NEED A HUG! For DWPM, 5'6" 16, attractive, S/DWF, theater, music, dining, love, life and e

WORDS AND ME musician, long bel, mantic, considerate ISO gentle, fine intelligent, and kind, the song. **☎5504**

INSPIRATIONAL! sensitive, motivate 27yo, brown hair. Would love to m who is fun-loving female. **☎5483**

ROMANTIC POET 193lbs, bebs, 1000 ISO SWF, 16-24, and all the good is. SCFFA plus. **☎5443**

JET BLACK HAIR 165lbs. Would be 21-30, to share an stable, authentic. Play before call. **☎**

" It's hard being a pension scheme as young people take no notice of me and the older ones expect me to be there exactly when they need me. Most of their lives they take no interest me, they don't understand how I work. "

Continued . . .

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Creating a shared service for civil service pensions across government cont ...

"I'm quite complex you know and they expect me to get everything right all of the time, even if they don't do their part. I admit I am quite high maintenance, my members do need to keep their information up to date, and check my figures. I don't always get it right.

I'm complex, it can be confusing at times, it's so easy to talk in technical jargon - but at some point everyone realises that I am their lifelong partner.

I have decided that it's time for a change, and I am having a makeover. I want to make sure that I am the one having a mid-life crisis, not my members.

If I can get them to take more interest in me, and that means giving all 1.5 million members on line access to me whenever they want, 24 hours a day, I will do this for them. "



Civil Service Pensions is the third-largest pensions scheme in the UK, with around 1.5m members (including retired and previous employees), liabilities of £120bn and payments of £4bn per annum. We currently manage this through a complex model, for example, over 200 Employers individually contract with 10 different pension administration centres.

Continued . . .

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Creating a shared service for civil service pensions across government cont ...

A review of the administration arrangements in 2008 recommended that they be changed and in November 2008 PSMG agreed in principle to this and asked for further work to be done, and in February this year a core team from the public and private sectors was set up to do this.

At the Permanent Secretaries Management Group (PSMG) in July the team proposed the creation of a pan government shared service capability for civil service pensions' administration that will:

- Reduce cost
- Reduce risk
- Strengthen governance
- Future proof delivery
- Improve customer experience
- Improve people experience

PSMG agreed in principle that the project should go ahead, and to the establishment of a programme to take it forward.

For more information please e mail

mypension@cabinet-office.x.gsi.gov.uk

Staff News



Goodbye Mark Oakes

In March this year we said goodbye to Mark Oakes. After 18 months in the shared services team Mark moved on in March to a new post in the Department for Business, Innovation and Skills. He is a member of the Department's Project Pool and will undertake various projects during his two year loan. He is currently in the Better Regulation Executive working up a support package for micro businesses.



Welcome James Herbert

James has a background in both the private and public sector but for the last 7 years he has worked on Corporate Service change programmes within the Civil Service. Prior to joining this team he spent 2 years leading the change management activity of the Identity and Passport Service's transition to Shared Services.

James is looking forward to getting to know the Shared Service community across Government. "Most importantly I want to help that community overcome some of the barriers that it faces in delivery of high quality shared services".

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Dates for your Diary

Shared Services Briefing

15 October 2009

Admiralty Arch

9.30 to 12.30

Open to Government stakeholders only

Please contact Ivana Gordon for details at

Ivana.Gordon@Cabinet-Office.x.gsi.gov.uk

Shared Services Briefing

28 January 2010

Admiralty Arch

9.30 to 12.30

Open to Government stakeholders only

Please contact Ivana Gordon for details at

Ivana.Gordon@Cabinet-Office.x.gsi.gov.uk

DID YOU KNOW?

Our Toolkit and Guidance for help during the Shared Services 'journey' is available online

Please visit our site at :

www.cabinetoffice.gov.uk/cio/shared_services.aspx

The presentations and outputs from previous Shared Services briefings are also available on line starting line from February 2008 onwards . You can view them here:

www.cabinetoffice.gov.uk/cio/shared_services/team_briefings.aspx

Would you like to contribute?

Is there an article or an issue you would like to see included in a future newsletter?

Please get in touch.

Tell us what you think of this newsletter

Send your feedback to

Shared.Services@cabinet-office.gov.uk



Sharing for Successful Delivery

www.cabinetoffice.gov.uk/cio/shared_services.aspx