


## SHARED SERVICES TEAM

**Document Name: Shared service Vision and Roadmap**

### Usage Guidance

Toolkit materials should only be used with due consideration to the context and requirements of the programme in question. Materials should not be directly applied 'off the shelf.'

#### CATEGORY DESCRIPTION

<p><i>1. Example material</i> –The tool has been provided by a single public or private sector organisation, or an external forum that has not been moderated by the Shared Services Team. It represents one possible approach to a given shared service activity, and can be used by Toolkit users as an example / reference aid.</p>	
<p><i>2. Co-developed material</i> – The tool has been produced through the collaboration of the Shared Services Team and one or more public sector organisations and / or private sector organisations. This tool Provides a jointly developed approach to a given shared services activity, and can be used by Toolkit users as an example / reference aid.</p>	
<p><i>3. Output Templates</i> – These set out what is typically included in an output of this name. They have been created as part of the development of the toolkit based on experience and best practice from other programmes and project methodologies. However, your organisation may already have a set format and template for you to use.</p>	

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# Phoenix Programme

Modernisation of HMPS Support  
Functions

# Contents

- Programme Goal
- Shared Service Blue Print
- Phoenix Road Map
- Phoenix Programme Management
- Summary

# The Goal

# The Goal

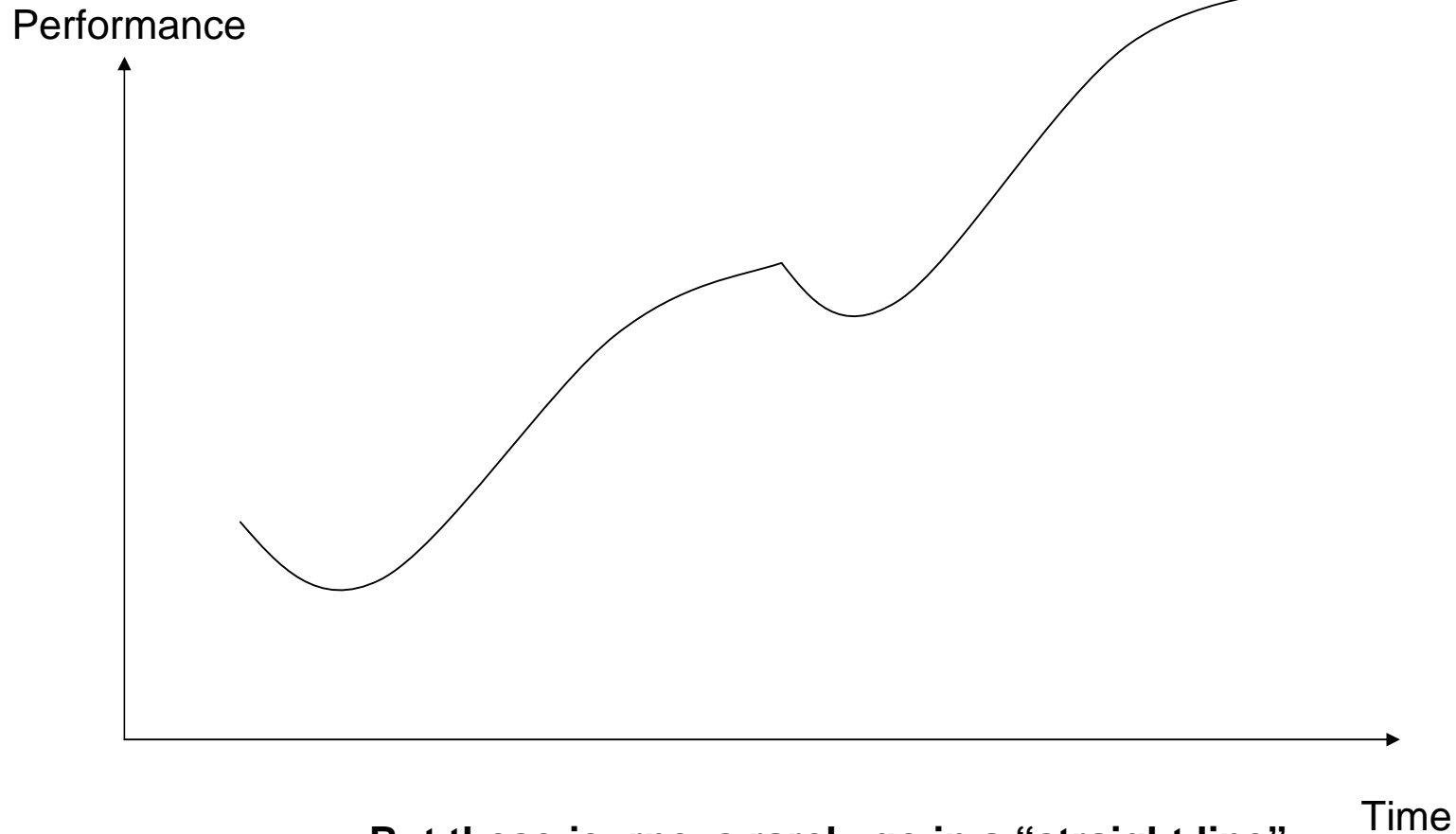
**The Radical Improvement** of HMPS Support Functions  
delivering the **Value committed to in the Business Case.**

We will know we have **succeeded** when the **NPV** has been  
delivered and our **benchmarking** shows us to be established  
on an improvement “flight path” towards in the **Upper**  
**Quartile on Cost, Customer Satisfaction and Shared Service**  
**Employee Satisfaction**

# The Goal

- The Goal is NOT
    - The Implementation of a pre-defined set of technology
    - The fit out of a building
    - The delivery of a Finance Shared Service Centre
    - The recruitment of some people
    - The delivery of some training
- But some of all of the above will be necessary !

# Achieving the Goal Involves a Journey



**But these journeys rarely go in a “straight line”**

# Shared Service “Blueprint”

The “Engine” of HMPS Modern  
Support Functions

# Shared Service Blueprint

- Mission, Vision and Values
- Service Scope
- Organisation
- People
- Technology
- Process and Quality Improvement
- Performance Management

# Mission Vision and Values

# Mission & Vision

- MISSION

To support the delivery of HMPS Goals through the delivery of upper quartile support function capability (measured against cost and quality across the private and public sector) to the Prison Service across Finance, HR and Procurement Transactional Services

- VISION

Customers expectations and absolute service

Performance met or exceeded & continually improved

Business's expectations and absolute cost performance

Met or exceeded & continually improved

Shared Service employees expectations and absolute performance of HMPS as an employer met or exceeded & continually improved

# Values & Behaviour

- **Customer Service**  
We understand our customer's needs and make meeting them our priority
- **People**  
We encourage and develop our people to achieve their own and the organisations goals through open, frank and honest relationships
- **Innovation**  
We continually seek improvement in the way we do things
- **Performance**  
We are out to be the best at what we do understanding our, performance, setting improvement targets and delivering on our promises
- **Partnership**  
We seek to include our stakeholders in a relationship of mutual benefit

# HMPS Shared Service

Service Scope

# Support Functions Services In Scope

- Query Resolution Service
  - Answering of questions relating to:
    - The status of work already underway
    - Answering questions about policy
  - The request for a new service
  - Advice and Guidance
  - e.g. pay query, “how to”
- Processing
  - Those elements of service that
    - do not require to be delivered face to face
    - e.g. training administration, management reporting, record keeping
- Professional Services
  - Services that often need to be delivered locally face to face
    - often requiring a degree of interpretation, adaptation & judgement
    - e.g. recruitment selection, conflict resolution

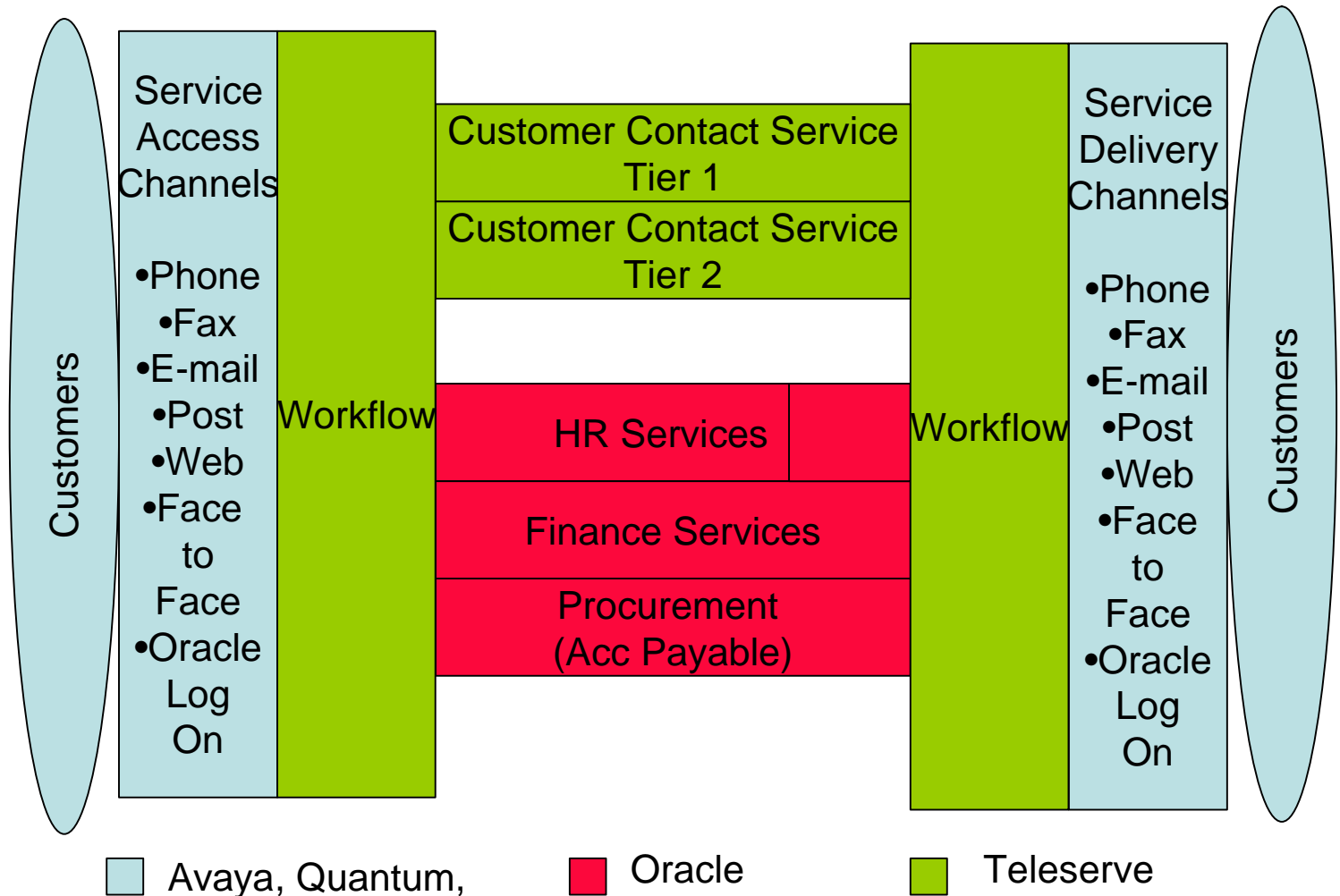
# Support Function Services Not in Scope

- Expert Services
  - Services that require in-depth professional knowledge to solve problems that are new or novel
  - e.g. development of policies in response to changes in legislation
- Business Partners
  - Services required to support and implement senior management team decisions
  - e.g. change management leadership

# Shared Service

Operating Model

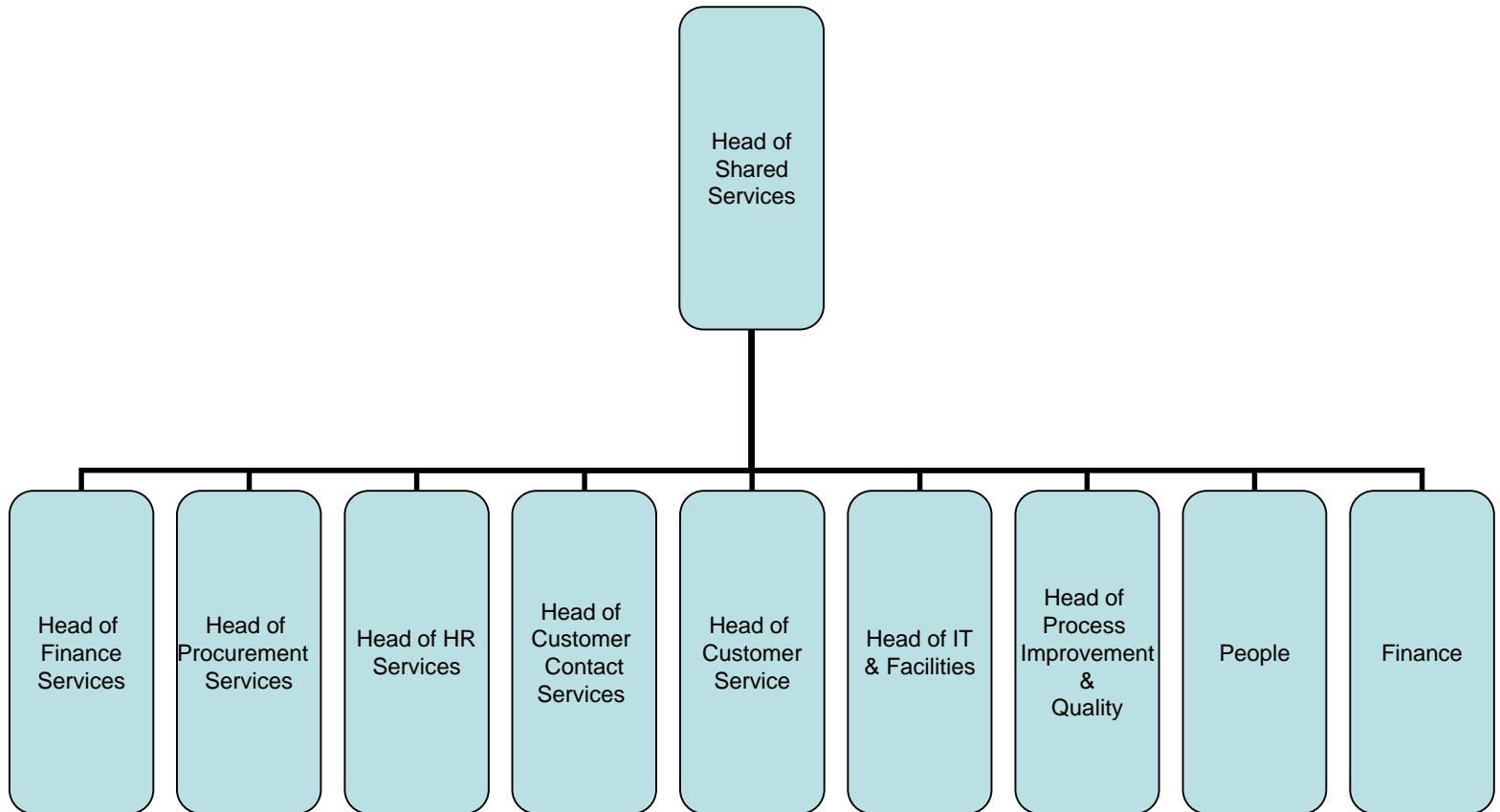
# Shared Service – Operating Model



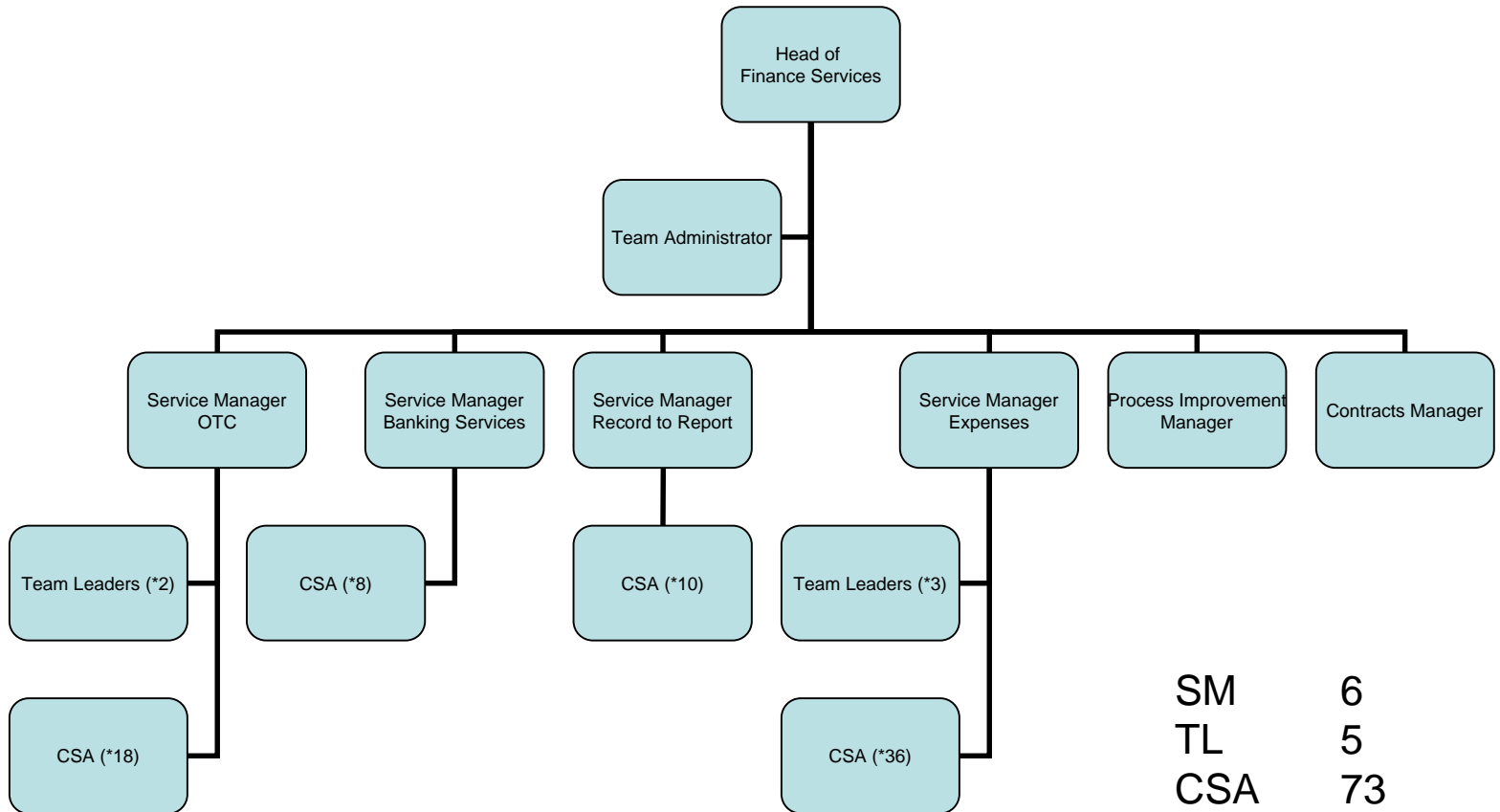
# Shared Service

Organisation

# Senior Management Team

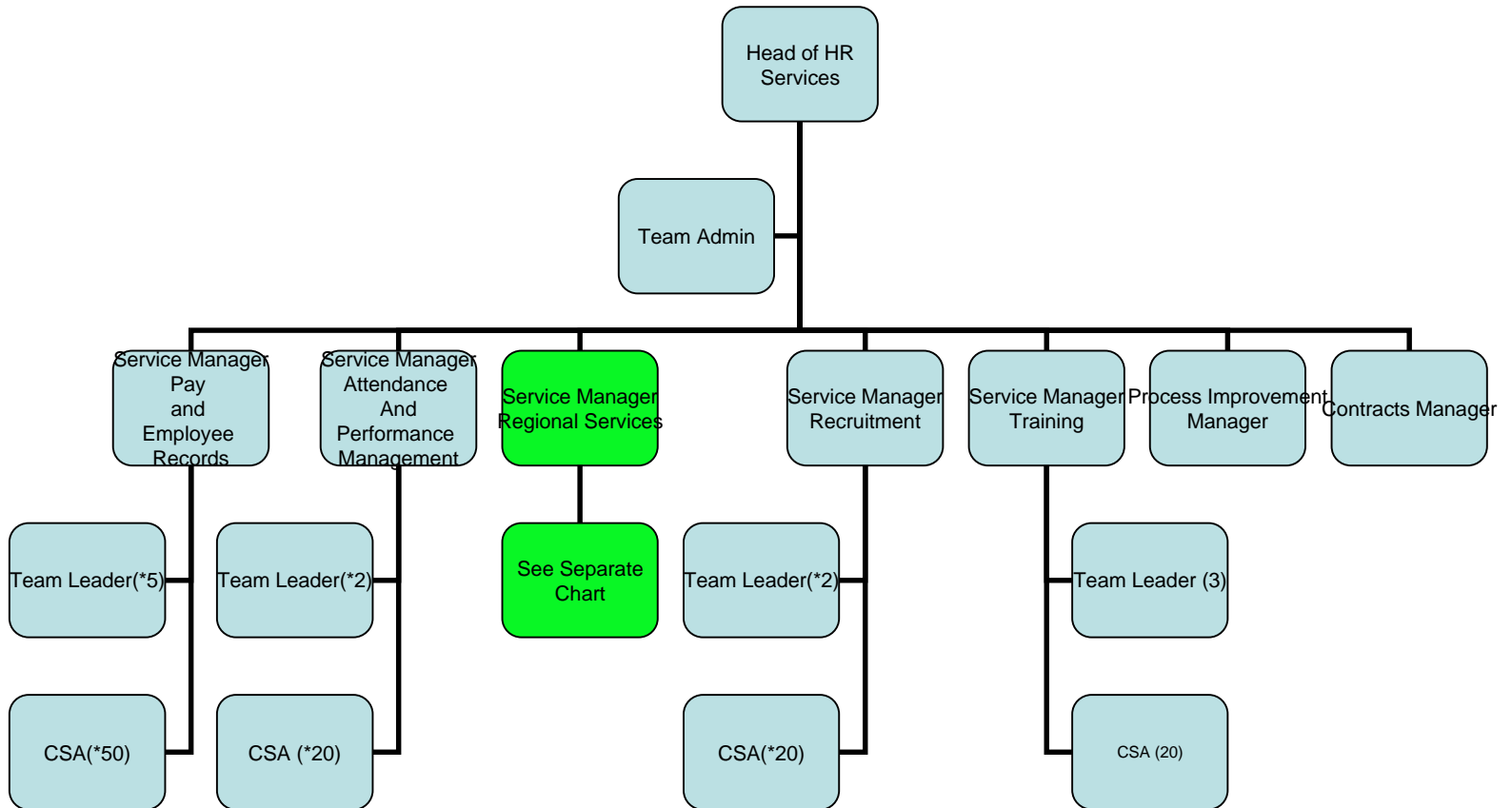


# Finance Services

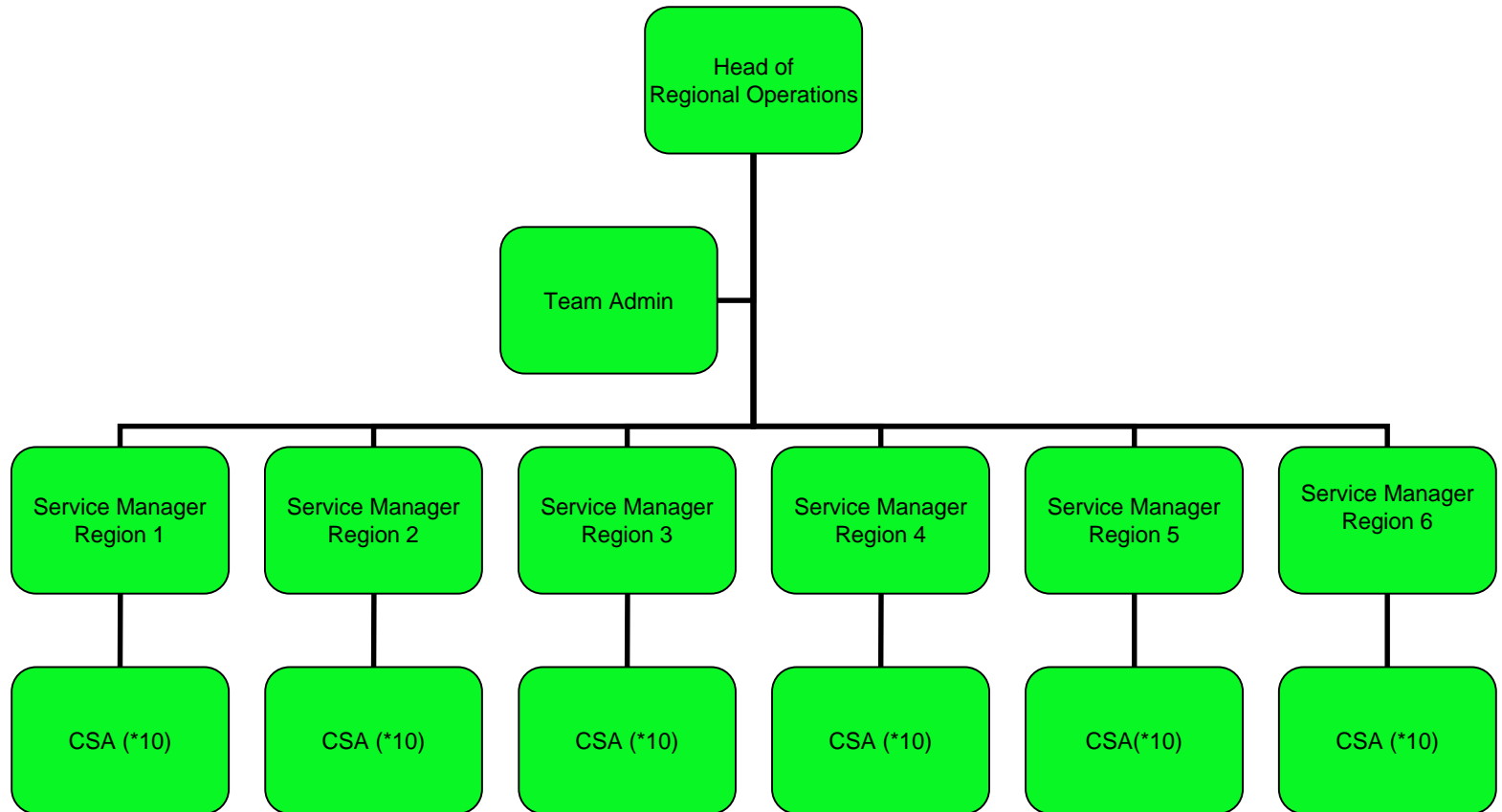


SM	6
TL	5
CSA	73
Total	84

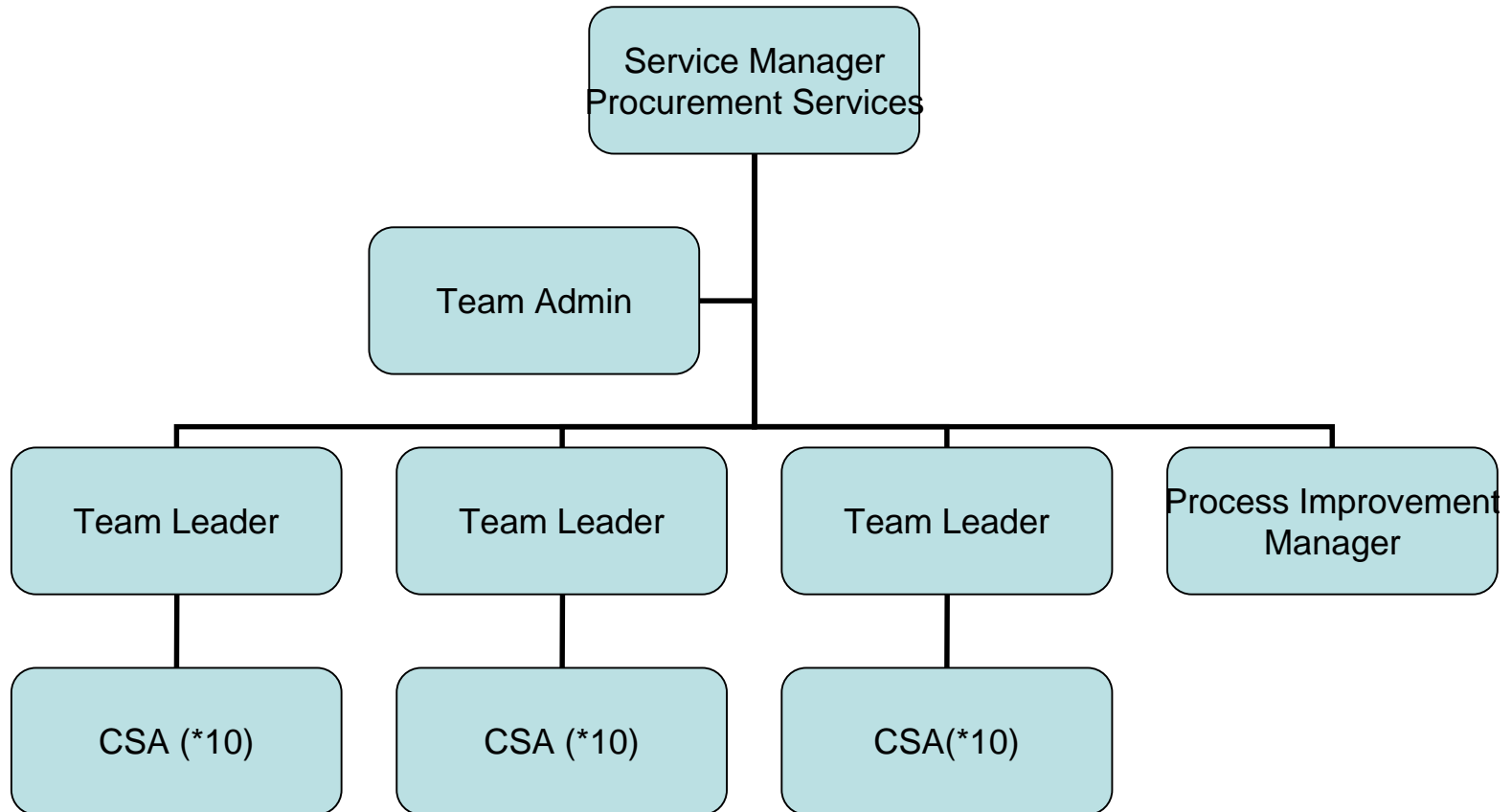
# HR Services



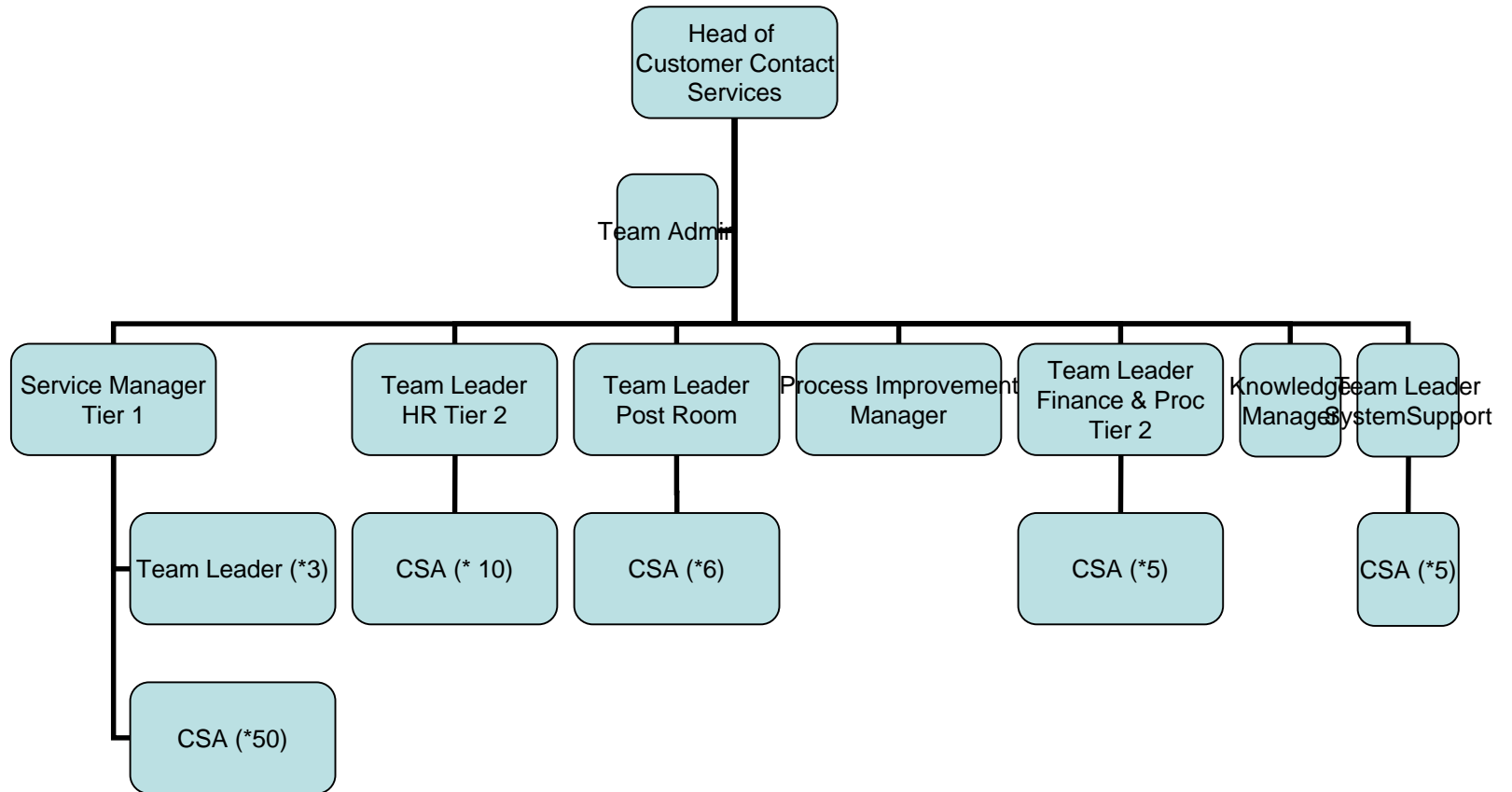
# HR Services – Regional Ops



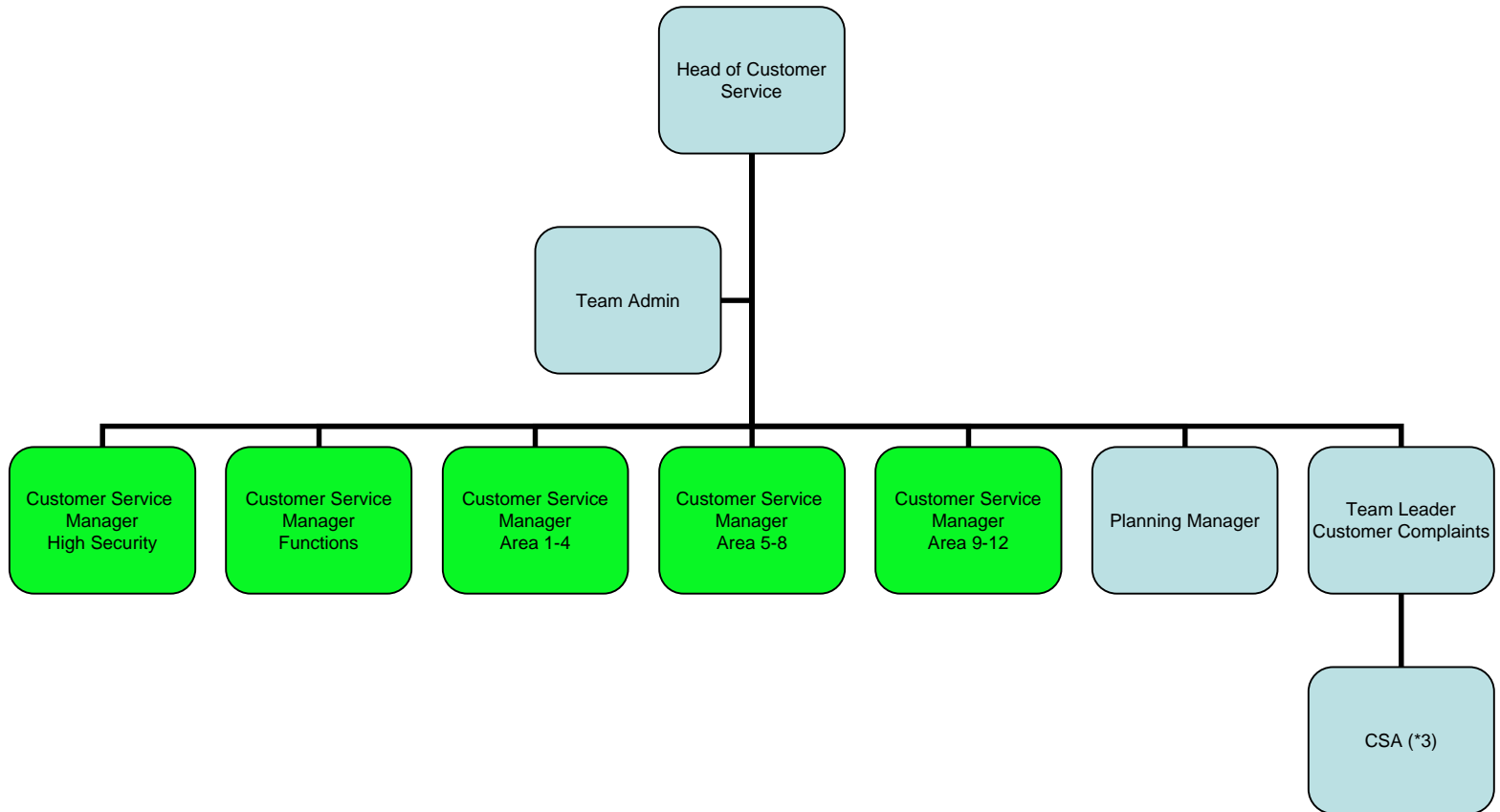
# Procurement Services Accounts Payable



# Customer Contact Services



# Customer Service





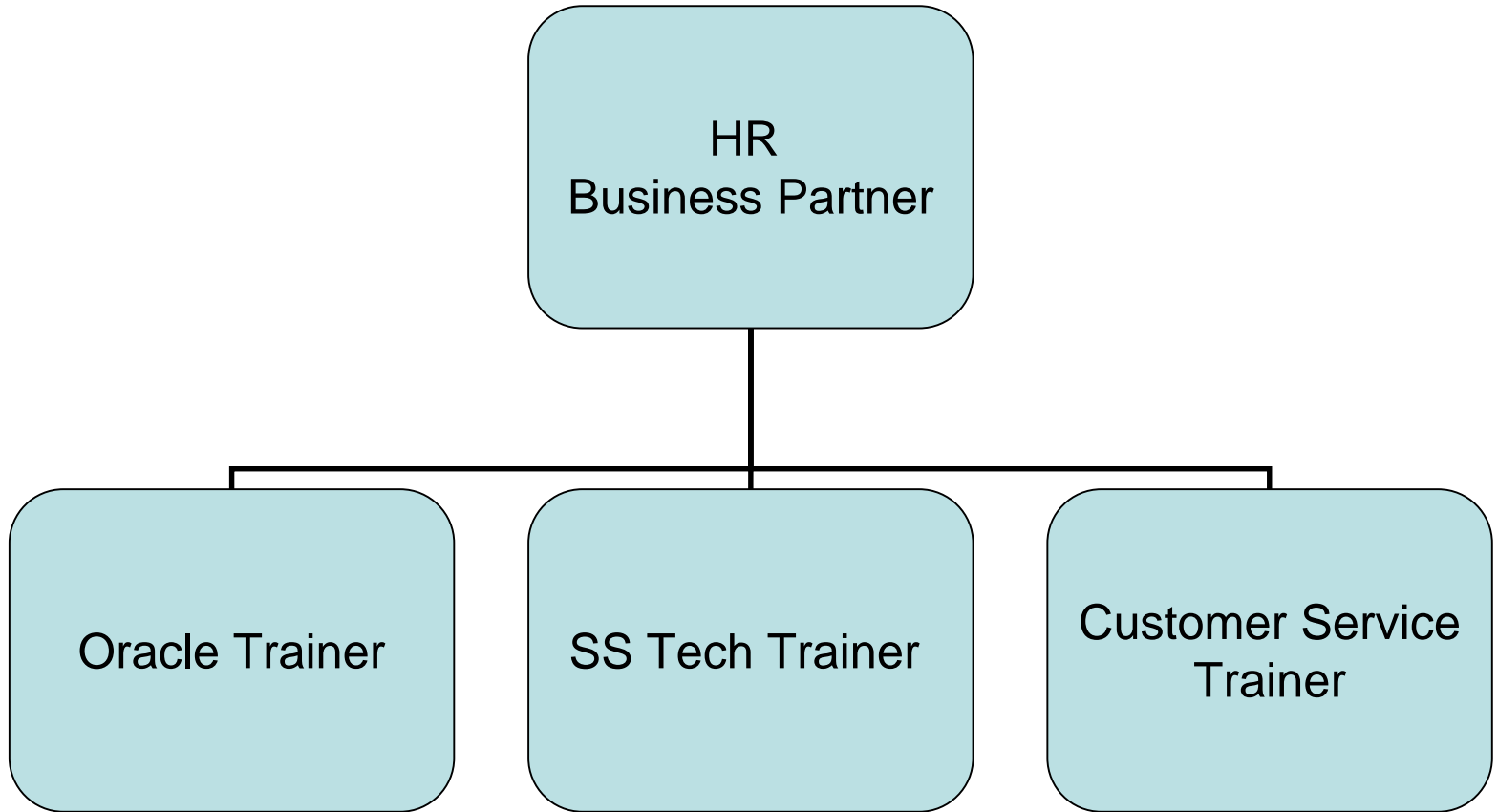
# People

HR  
Business Partner

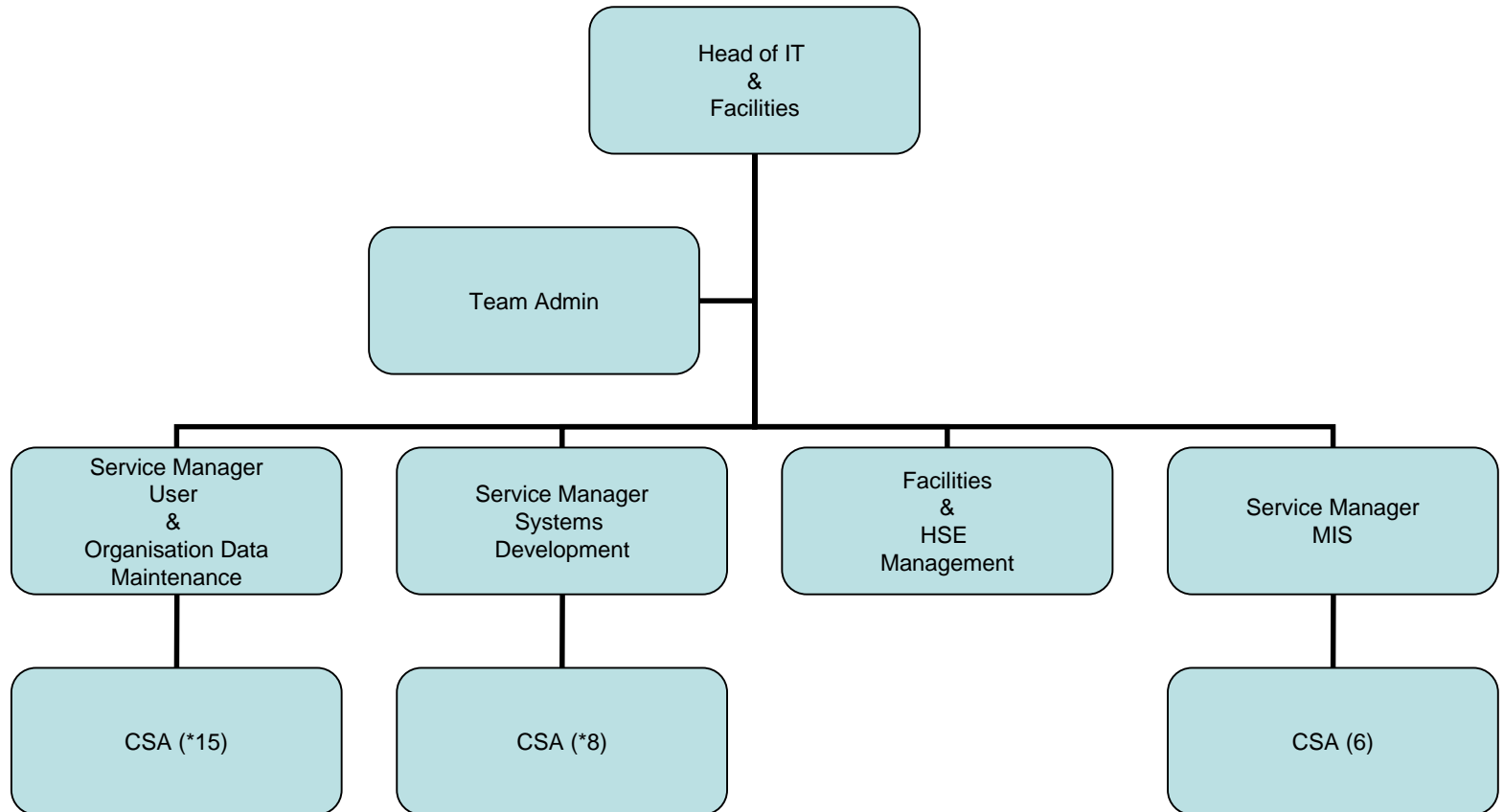
Oracle Trainer

SS Tech Trainer

Customer Service  
Trainer



# IT and Facilities



# Shared Service

People

# Roles

- Head of Operation/Function
- Service Manager
- Team Leader
- Customer Service Advisor
- Specialist

# Core Skills

- Customer Service
- Technical (HR & Finance)
- Information Technology (SSC, ERP & Quantum)
- Performance Improvement (Six Sigma)
- Leadership & Management

# Customer Service Advisor Roles

	<b>Customer Service Advisor</b>	<b>Customer Service Advisor (Regions)</b>
<b>Knowledge &amp; Experience</b>	<p><b>Entry Level</b> Typically up to two years work experience NVQ 2/ CPP</p> <p><b>Usual</b> NVQ 3 with a further two years experience</p> <p><b>Advanced</b> NVQ 4/MCIPD In smaller numbers</p>	<p><b>Entry Level</b> NVQ 3 with three or four years experience</p> <p><b>Usual</b> NVQ 4/MCIPD Much more common in regional teams</p>

	<b>Customer Service Advisor</b>	<b>Customer Service Advisor (Regions)</b>
<b>Problem Solving &amp; Accountability</b>	<p><b>Entry Level</b> FAQ's or work within process under supervision</p> <p><b>Usual</b> Solve problems which require some research and diagnostics with access to supervision where required in one discipline</p> <p><b>Advanced</b> Solve problems requiring knowledge of Employment Law and Prison Service Policy and Practice with little need for supervision across a number of disciplines</p>	<p><b>Entry Level</b> Solve problems which require some research and diagnostics with limited access to supervision where required in one discipline</p> <p><b>Usual</b> Solve problems requiring knowledge of Employment Law and Prison Service Policy and Practice with virtually no supervision across a number of disciplines</p>

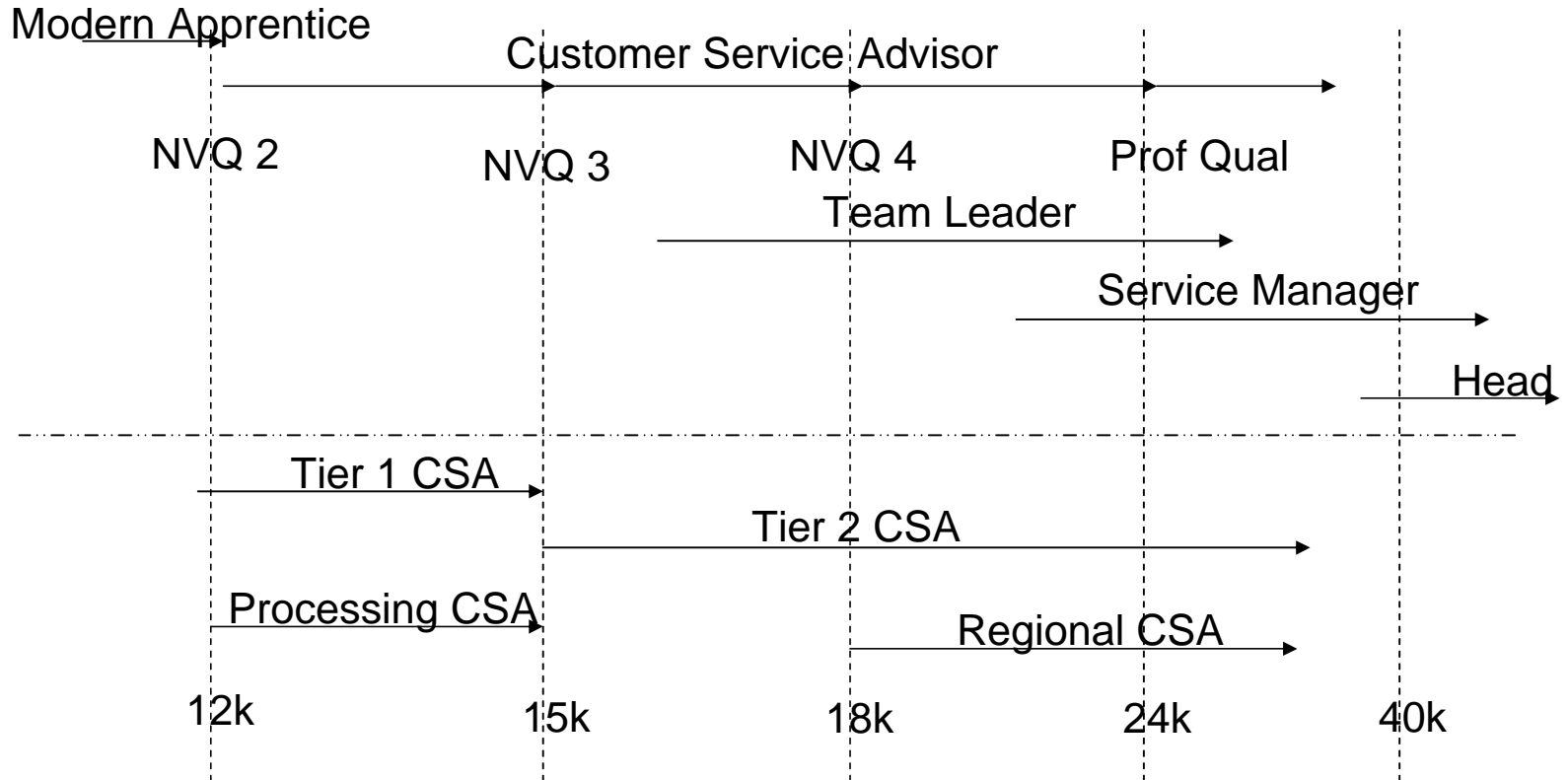
# Employment Framework Principles

- Resourcing
  - “Resourcing Review”
  - Core (employees) and Flexible (overtime and agency) Resources
  - Promotions will be openly advertised
- Flexibility
  - Geographic
  - Skill
- Attendance
  - Flexible work patterns agreed with team leader
- Reward & Recognition
  - Fixed and Variable pay driven by customer service and efficiency (also employee satisfaction for managers)
  - Use the existing scales but progression based in competence

# Employment Framework Principles

- Performance Management
  - Team as part of Weekly/Monthly Meetings
  - Individual as per existing arrangements
- Career Development
  - Skills for the current role supported by the business is taken as read
  - All should aspire to NVQ3 with support
  - Beyond NVQ3 with support for succession
- Involvement
  - Weekly Team Meetings
  - Monthly Team Briefs
  - Quarterly Business Reviews with employees and representatives
  - Senior Management led focus groups
- Diversity
  - As per Prison Service Policy

# Career Structure



NB Salary Needs to be agreed within existing framework and local market

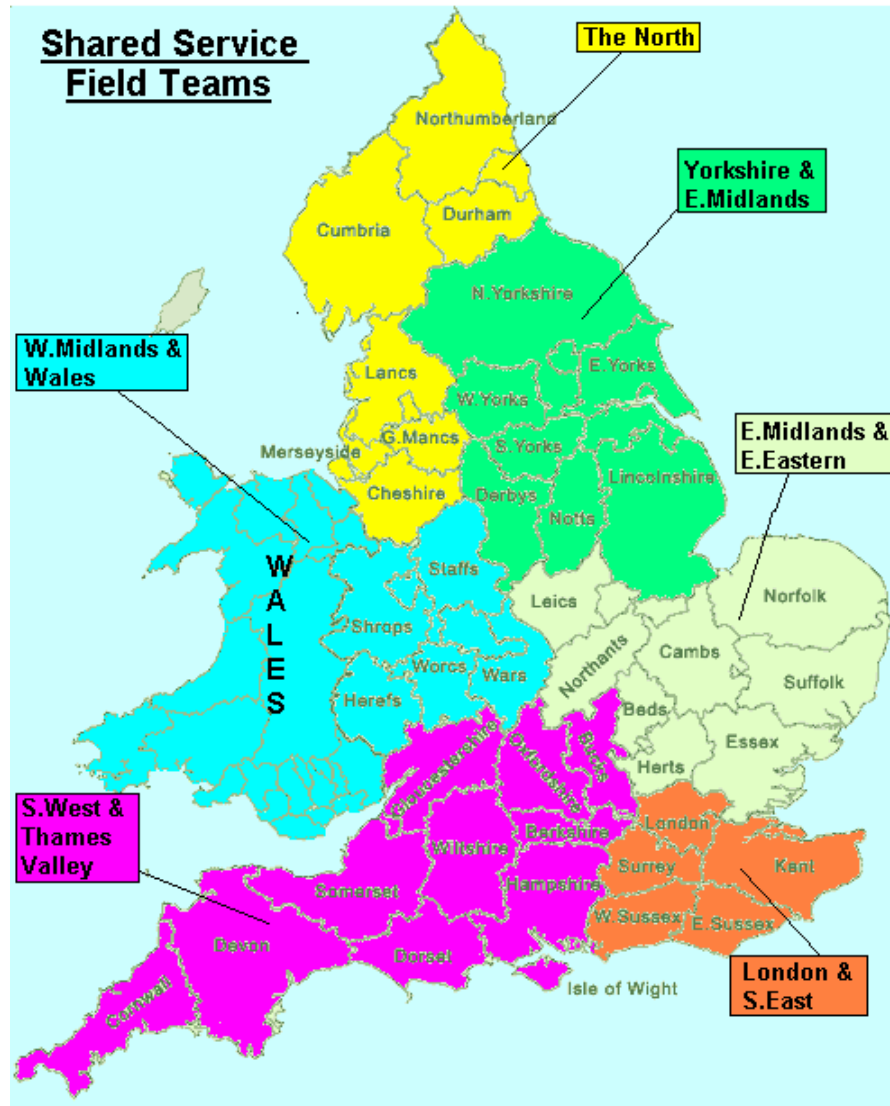
# HR Shared Services

Field Based Teams

# Location & Working Practices

- Size of Field Based Teams a Function of the Service Demand in Area supported by the team probably 5-12
- Line Managed by Shared Services Manager
  - Working to Common Processes and tasked by Shared Service Line e.g. Case Management, Recruitment
  - Working on “projects” that are project managed by the Business Partner e.g. Re-role of a Prison
- Aligned to Clear Customer Base
  - Six Teams
  - Two Areas per Team
- Place of Work & Ways of Working
  - Place of Work is Team “Hot Desk” Facility
  - Work in a number of Establishments and Across Disciplines

# Shared Service Field Teams



# Shared Service

## Technology

# Technology

- Telephony with ACD, IVR, DDI, Emergency, Messaging & Call Logging
- Oracle ERP
  - Current
  - Procurement
- Quantum Desk Top
  - Access/Excel Case Management/Workflow Control
  - Interim Expenses Solution
- Current Banking Applications
- Teleserve and Documentum

# Shared Service

Managing & Improving  
Operational Performance

# Service Stream Dashboard

**INPUT MEASURES**  
Accuracy  
Timeliness  
Costs

**OUTPUT/SERVICE MEASURES**  
Volume  
Cycle Time  
(% complete within SLA)  
CTQ1  
CTQ2

**IMPROVEMENT PROJECTS**  
Traffic Lights

**IN PROCESS MEASURES**  
Rolled Throughput Yield  
(% right first time)  
Efficiency  
Dwell  
(Work Not in Progress)

**CUSTOMER PERCEPTION**  
Survey Results  
Complaints

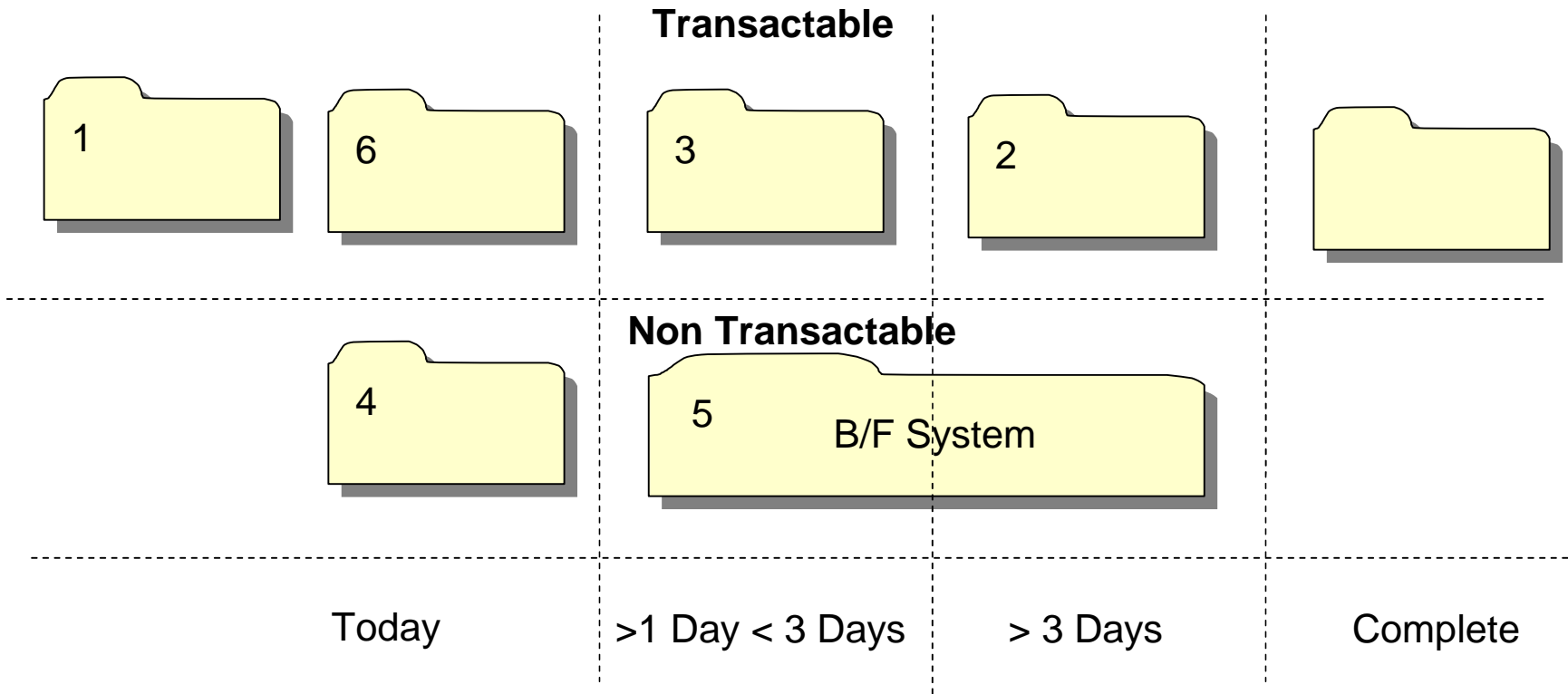
**PEOPLE**  
Attrition  
Absence  
Satisfaction  
"Alignment"  
Skill Growth  
HSE

# Managing Daily Operations

# Managing Daily Operations

- The Work of a Day in a Day
  - Output (capacity) equal to or greater than input (demand)
- Prioritisation
  - Work that is overdue or due first
  - Work into WIP at the due start date
- Quality
  - Elimination of re-work loops
  - Elimination of Bottle Necks
  - Customer CTQ equal to or greater than the SLA
  - Customer Complaint Corrective Actions
- Productivity & Efficiency
  - Amount of work per employee going up
  - Time (and therefore cost) per transaction reducing

# CSA Work Management

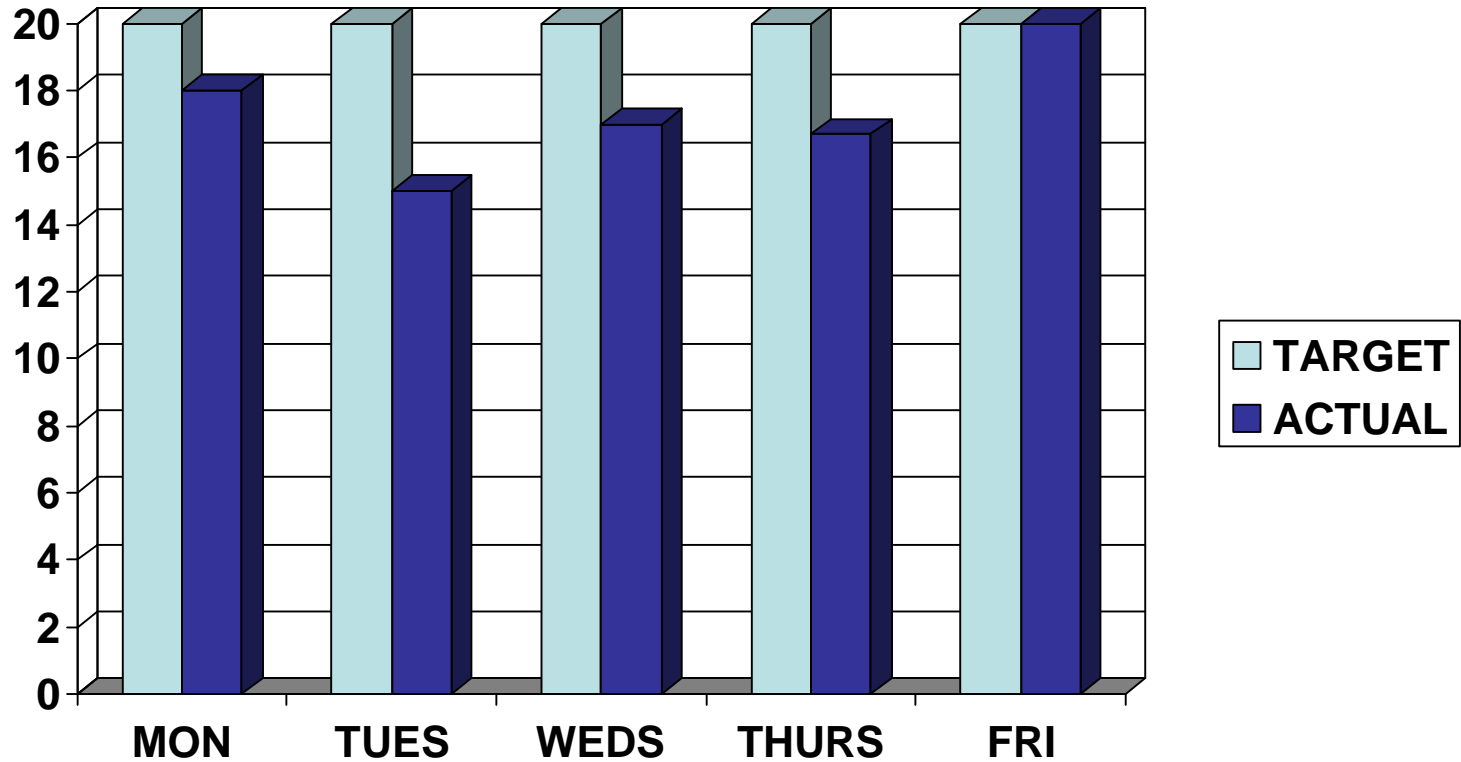


Start the New Work – Transactable/Not Transactable  
Transact Transactable – Overdue, Due Today  
Initiate Corrective Action - Non Transactable Work  
Follow Up Corrective Actions – B/F System  
Transact Transactable – Due Tomorrow on

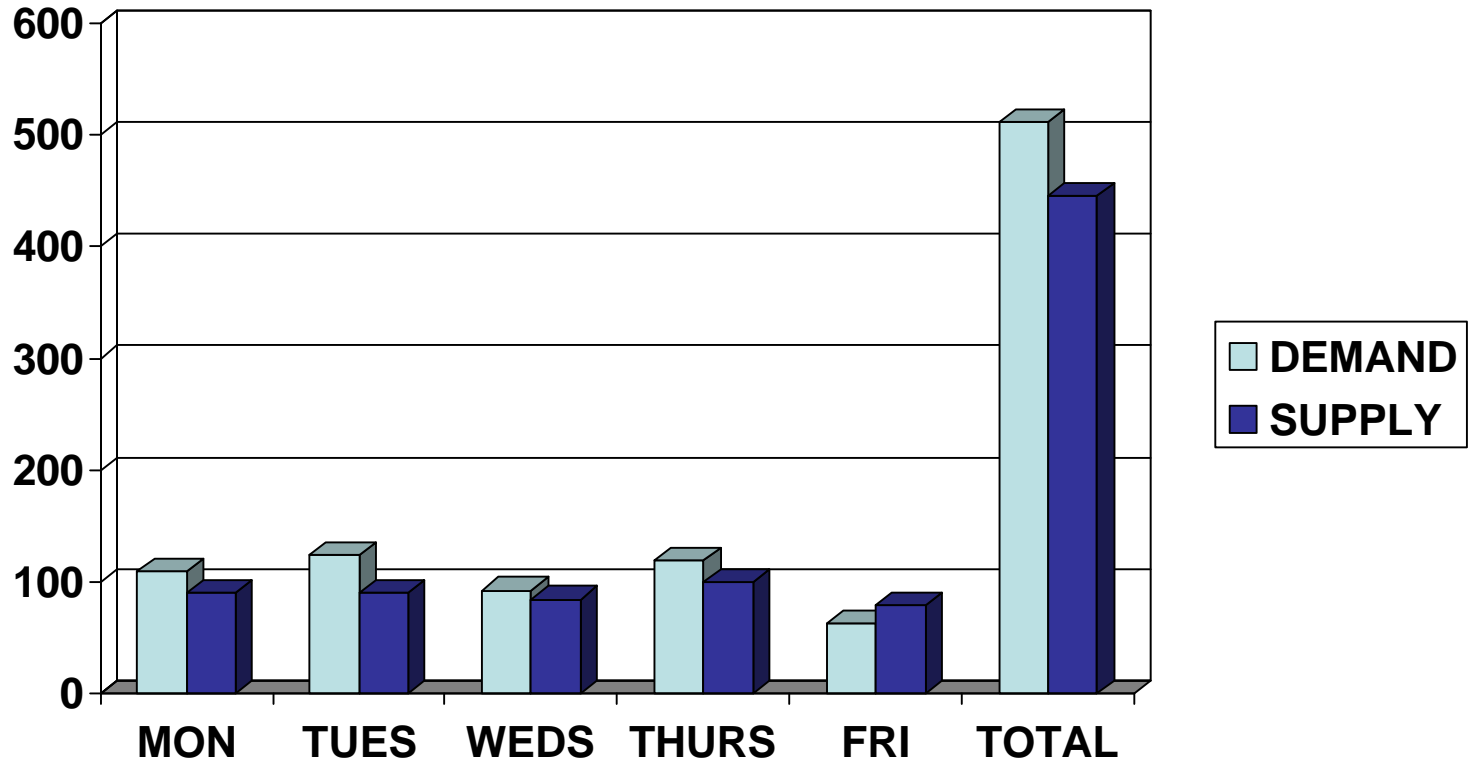
# Team Performance Dashboard

	People	Transaction	IN	OUT	< 1 DAY	< 3 DAYS	> 3 DAYS	Total WIP	Check	Productivity
MON	5	NEW	100	90	110	10	10	130		18.0
		RE-WORK	10							
TUES	6	NEW	120	90	125	20	20	165	165	15.0
		RE-WORK	5							
WEDS	5	NEW	90	85	93	35	45	173	173	17.0
		RE-WORK	3							
THURS	6	NEW	100	100	120	35	38	193	193	16.7
		RE-WORK	20							
FRIDAY	4	NEW	60	80	63	103	10	176	176	20.0
		RE-WORK	3							
<b>SUMMARY</b>	22.8	NEW	470	445						
		RE-WORK	41							
			Actual	Target				Work To List		
		RTY %	91.3	95.0				O/Due		
								Due Today		
		Productivity	19.5	20.0				Due 1 Day		
								Due 2 Days		
		Capacity	445.0	511.0						
		CTQ 1	0.8	1.0						
		CTQ 2	6.0	5.0						

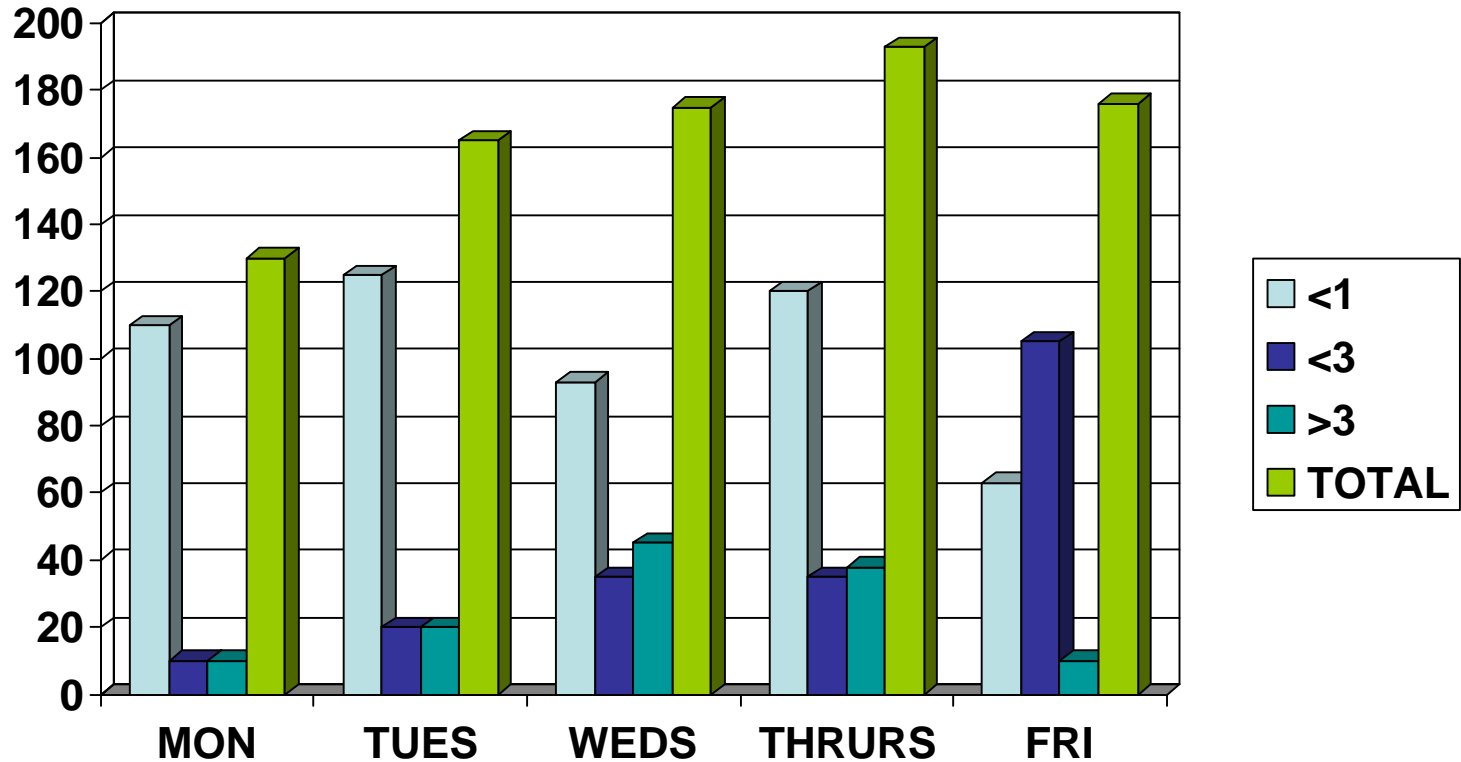
# Productivity



# Capacity



# Work In Progress



# Continuous Performance Improvement

Six Sigma

# Six Sigma is .....

- A Measure of Process Capability
  - Less than 3.4 defects per million opportunities
  - For most processes this is an aspiration
- A “tool set” to improve the capability of processes
  - Structured Approach Methodology
  - Rigorous Approach to Root Cause Analysis
  - Lasting Solutions through Control
- A way of delivering improvement in a Business/Operation by
  - Focusing on the needs of the Customer (VOC)
  - Driving customer satisfaction through the relentless elimination of defects

# Where did it come from.....

- Generally considered to have its origins in Motorola in the 80's
- Widely used in Manufacturing processes to improve yield
- Most well publicised as a result of GE adopting it in the mid 90's
- Now used widely in Service Industries e.g. Banking

# Application in Shared Service

- Ask the Customer what is Critical To Quality (CTQ)
- Measure it (Sigma) and determine areas for improvement
- Quantify Improvement Targets
- Identify the root causes of the failure to meet CTQ
- Identify and implement ways of eliminating them
- Put in place controls to ensure they remain eliminated

# What are the Roles ?

- Champion
  - Makes the resources available, champions the change (BAB)
- Sponsor
  - Agrees the improvement targets and manages the process (Service Stream Head)
- “Belts” (Process Improvement Managers)
  - Provide the “know how” to use the tools set
- Team Members (Team Leaders and CSAs)
  - Participate in the Improvement Teams

# Shared Service

Performance Management &  
Governance

# Customer Service Management

- Customer Perception Survey
  - Ultimate Measure
  - Independent (quarterly)
- Output to a Service Level Agreement
  - Service Level Agreement agreed with the Board
  - Baseline Performance before go live
  - Performance Metrics against SLA to Establishment Level produced monthly
- Customer Complaints and Planning Capability in Place
- Customer Service Reviews
  - HMPS
  - Business Unit/Area

# Business Assurance

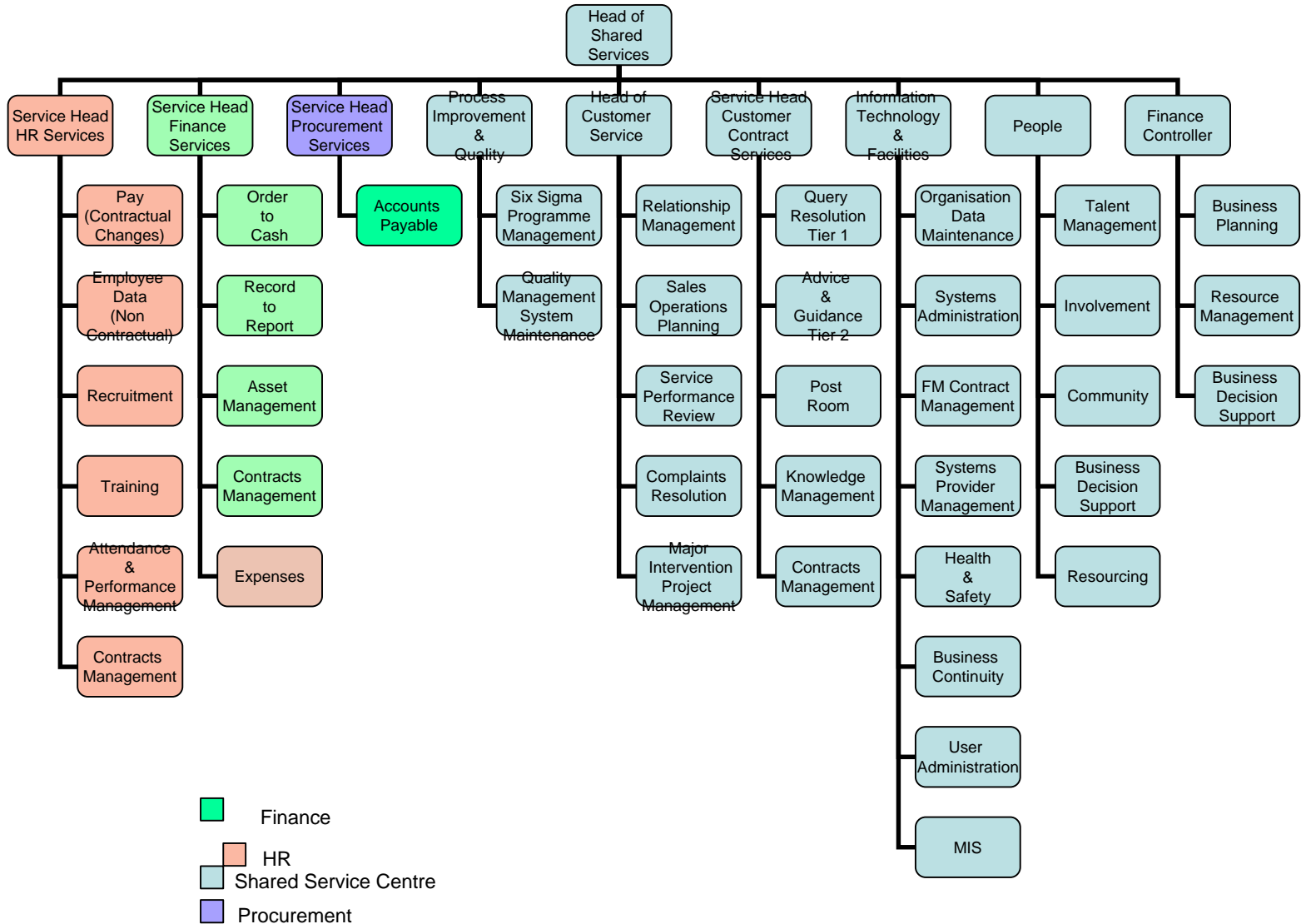
- Fundamental to Improved Processes being “fit for purpose”
- Part of the Continual Improvement Process (Six Sigma Champions)
- Three Boards
  - Finance
  - Procurement
  - HR

# Performance Management & Improvement

- Start Up
  - Budget vs Actual vs Business Case
  - Service vs SLA vs Business Case
  - Establish the Performance Benchmarks
- Continuous Improvement
  - Targets = Last Year plus towards Benchmark
  - Performance = Actual vs Target vs Benchmark
- Performance Improvement Delivered by Six Sigma Improvement Projects
- Performance Reviewed through the “line”

# Phoenix Roadmap

# Shared Services Components



# Implementation Overview

# Phoenix Programme

## Key Milestones

- Jan 9<sup>th</sup> Procurement Interim (AP in Establishments)
- April 28<sup>th</sup> Finance 3, SSC (Interim), Procurement (with AP)
- July SSC Tech Stack (invisible to customer)
- October HR Phase 1 (HR System Replacement, Pay and Attendance Mgt)
- Q2 07 HR Phase 2 (Recruitment and Performance Mgt)
- Q4 07 HR Phase 3 (Training Admin)

# Implementation Approach

- Solution Delivery
  - SDT Task
    - End to End Solution (Including Process & Technology)
    - Capable of Meeting Service & Cost Targets (SLA & Operating Budget)
    - To the Timescales Required (We start training 1 April)
    - To the standards set out (SIPOC, Control)
    - To the same or lower cost to implement then planned
  - Pilot
    - Proof that design delivers required performance
    - If we have a mess it is a little one
  - Incorporate the Learning
- Implementation
  - Business Change Readiness
    - Comms
    - Training
    - Benefits Tracking
    - Data Migration
    - Business Change Readiness Review – Go/No Go
  - Rapid and Incremental Roll Out
  - SSC Capacity increase leads Roll Out

# Implementation Arrangements

- Can Expect from the Programme
  - Communications Material & Support
  - Model “to-be” Organisation
  - Customer Training
  - Data Migration
  - Business Readiness Tracking
  - Project Management
  - Handover into the CSM for “Business as Usual” Service Management
- Expect from the Organisation
  - Area Co-Ordination with the Programme Team
  - Local Co-ordination with the Programme Team
  - Manage the surplus
  - Redefine roles where required
- Benefits Realisation
  - Recognised in the Budgeting Process, Budget reduced 3 months after “go-live”
  - Business Case Economics are £32m p.a. cost reduction 50% employment costs, 50% Procurement Savings

# Summary

# Summary

- Phoenix will deliver to HMPS Modern Support Function Capability
  - NPV £100m +
  - Improved Service
- The heart of it is a Shared Service
  - Customer Focused
  - Process Excellence
  - Technology Enabled
  - Delivered by Capable People
- The Programme is
  - On Plan
  - On Budget