

Shared Services Update

December 2014

Sharing services is a vision to better serve the people of Nova Scotia. It will be achieved by streamlining internal support and administrative services across government departments, health authorities, school boards and selected Crown corporations reporting to Economic and Rural Development and Tourism (ERDT). The Crown corporations are Film and Creative Industries Nova Scotia, Innovacorp, Nova Scotia Business Inc., Trade Centre Limited and, the Waterfront Development Corporation.

Welcome to the Shared Services Update. Since government announced the shared services initiative in June there has been a lot of activity preparing for how this new model will work and how we can work together to achieve success.

As part of the effort to keep you informed we will provide a regular update on shared services. I hope you will find this update useful. I am always open to suggestions on how to improve communications and welcome your comments. **Please share this information with your teams.**

Jeff Conrad, Deputy Minister, Internal Services

Communications

We know that communications is critical to keeping us all informed about shared services, why we are doing this work, who is affected by it and where we are in the overall process. At Internal Services, we are in the process of creating several channels of communication in addition to face-to-face conversations.

This **Shared Services Update** is one way we will communicate. We recognize that shared services has a wide audience and that whether you are part of government, the health authorities, IWK, school boards or Crown corporations, your information needs will vary. To try to tailor the information to your organization we will be creating a document for each sector called "**At A Glance**".

A **Tool Kit** for front line managers is being developed to help explain shared services to staff. This information will follow the various project stages as we move forward. The tool kit will include such things as **general project messages, employee messages, key milestones and templates** that government and sectors can use to guide communications and conversations.

We recognize a need for ease of access and will provide much of our information online through the **Internal Services website** <http://novascotia.ca/is/>. We will continue to explore ways to make the online information easy to find and use.

We know that **webcasts** can be a way to inform and respond to questions. A webcast was delivered on December 11. This webcast and future ones will be recorded and posted on line.

Communications includes hearing from you. Please contact sharedservices@novascotia.ca to share ideas, concerns or comments on these efforts and anything else that you may wish to address.

Shared Services Project Secretariat

A shared services **project secretariat** is supporting the new shared services effort. As you can appreciate this is a very large initiative requiring a dedicated focus over the next few years. The secretariat is made up of employees from within Internal Services, across government and project management consultants from Ernst and Young.

The secretariat is looking at ways to best measure the project's success, inform the business case and meet future reporting requirements. They are clarifying roles and responsibilities of employees, looking at operating models and policy development processes, delivery of quality and services standards.

Planning includes engaging stakeholders through change management and communications efforts.

Advisory Group

Informing the secretariat are various committees including a **Shared Services Advisory Committee**. This stakeholder committee guides the pre-implementation work and provides critical direction and feedback on various shared services steps. This committee meets bi-weekly and is chaired by Jeff Conrad, Deputy Minister of Internal Services.

Members on this committee represent:

- *Crown Corporations (Economic and Rural Development)*
- *Education and Early Childhood Development Department*
- *Health Authorities/IWK*
- *Health and Wellness Department*
- *Internal Services Department*
- *School Boards*
- *Shared Services Secretariat*
- *Work Streams Leads from– Information Communications and Technology Services (ICTS), Procurement, Buildings Infrastructure and Asset Management (BI/AM), Human Resources, Financial Services, Major Construction Projects*

Legislation

The **Shared Services Act** was introduced in the Legislature in late October and passed in November. This legislation gives government the legal framework to move forward with shared services and enables government to start conversations around how to share administrative and support services within the public sector.

Survey

The secretariat is looking at ways to gather information and recently sent out a **survey** to some senior management in health authorities, government and Crown agencies to help assist with strategic planning; assessing clients' and service providers' expectations around quality service; and provide input on change management activities. This survey is being sent to the school boards in mid-December.

Scope and Language

We know that some of the language we use can be confusing and want to clarify that when we refer to services that may be shared we are talking about:

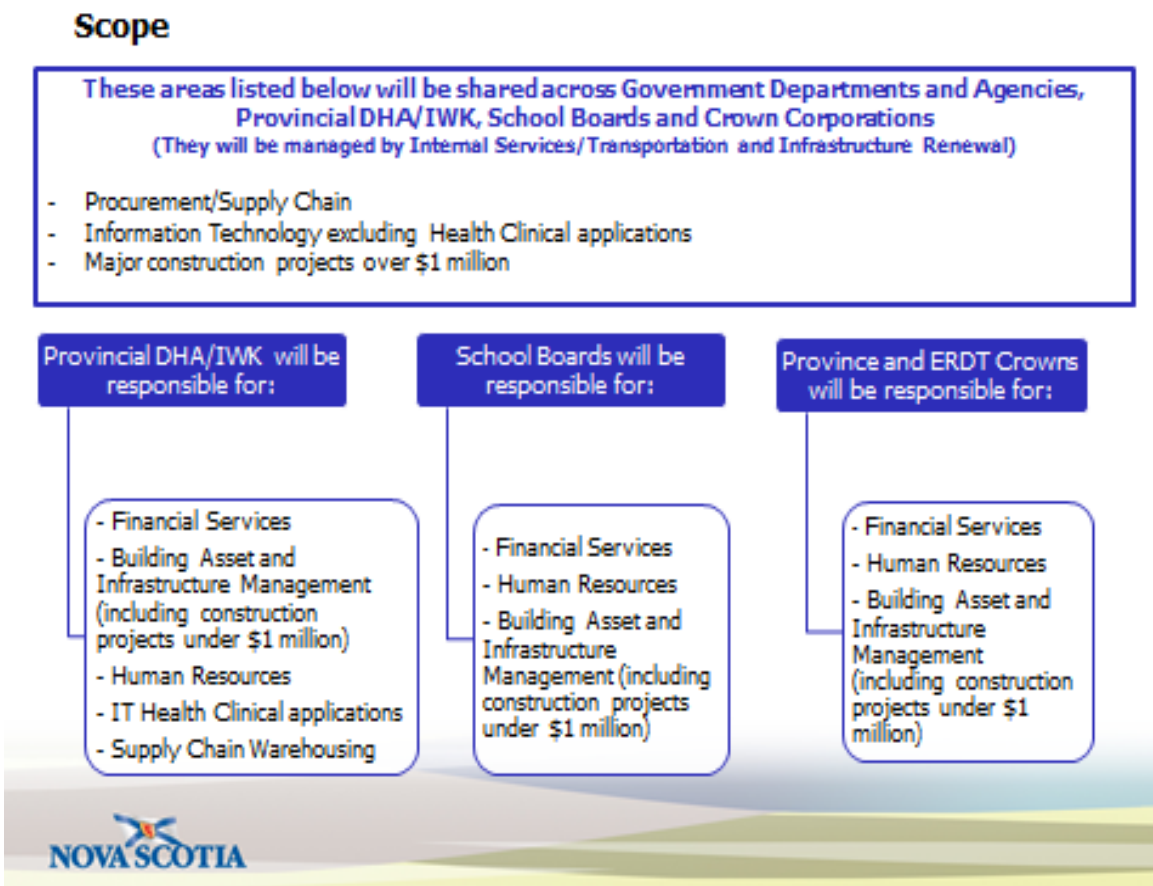
- Procurement/Supply Chain
- Information Technology
- Building Asset and Infrastructure Management (BI/AM)
- Financial Services
- Human Resources
- Major Construction Projects

These services listed above are often referred to as **streams or work streams**. Each stream has representatives from across the sectors that help to inform the shared services efforts.

The **sectors** are defined as government departments, health authorities/IWK, school boards and selected Crown corporations reporting to Economic and Rural Development and Tourism (ERDT).

It is very important to note that not all the streams listed will be shared across all the sectors. Because of their structure, work and other changes underway in the province opportunities are different in each sector.

Below is a graphic of the shared activities in each sector.



Timelines

As a way to ensure we understand the needs of our clients, and respect the impacts on people, shared services will be phased in over a number of years. Exactly how this will work is still being decided. **Some sectors** have been identified to be phased in before others. For example, in most areas we expect that government departments and the Health Authorities/IWK will be seeing changes before school boards and Crown corporations.

As well, some work streams will be phased in before others. Some of the work streams will take a longer period of time to implement, and we may implement parts of a work stream in a phased in approach.

Pre-Implementation Planning

As you can see, this is a major project that requires significant **pre-implementation planning**. The secretariat is working on things like collecting job descriptions, number of positions, developing organizational structures, reviewing service standards and service catalogues, and numerous other components.

In Government Departments and Health Authorities/IWK much of this pre-implementation planning work is well advanced.

In School Boards and Crown Corporations we expect this pre-implementation planning work to start in early 2015. Over the coming weeks the Advisory Committee will be reviewing the various components developed by the work streams and provide guidance.

As well in early in 2015 Internal Services will finalize implementation plans for shared services and will identify key activities and timeline for the sectors, work streams, and staff.

Information for Staff

We know that the idea of change created by the shared services model can be unsettling. As we move out of the data collection and pre-implementation phase and into the implementation phase there will be more opportunities to get your feedback. To ensure success, we hope that you will provide input, and be engaged in the process.

As noted, shared services will take time to implement and you will see changes in certain areas before others simply due to the readiness of that stream and sector. While some change may happen more quickly than others, full implementation will take a few years to complete.

Shared services is about **working together to deliver the best possible service to clients**. As we work through the process there will be much consideration as to where resources will be most effective and where staffing changes may be required. In most cases any changes to positions will be through attrition and voluntary departures. As well, most employees will not change their physical location but some work processes and reporting structure may change. Time will be made for transition and you will be kept in the loop as work progresses.

These are still early days and we don't have all of the specific details yet. If and when changes happen, support will be provided through your managers and human resource contacts. Government will soon be starting discussions with unions and sector management related to movement of employees.

Please contact sharedservices@novascotia.ca to share your ideas and thoughts.