

Mission Statement

Shared Services delivers user-friendly, cost-effective and expert administrative services to support the university's core missions of teaching, research, patient care, and public service.

Vision

Shared Services will strive to be the "go to" resource for administrative services, while also providing growth-oriented and creative employment opportunities for its workforce.

Guiding Principles

1. Provide customers with a voice in the service delivery process
2. Operate at a lower cost
3. Provide high-quality customer service
4. Provide deep expertise
5. Foster a growth-oriented and creative work environment
6. Focus on continuous improvement
7. Understand problems and resolve them quickly
8. Operate with a partnership mentality
9. Ensure work is done right the first time
10. Do what is best for the university as a whole

Introducing the Shared Services Newsletter

In this issue, we share fundamental information about the Shared Services Project and include several reports of activities currently underway. This month we highlight the May 13th unit representative kickoff where Yale University's Ronn Kolbash presented his experiences, including lessons learned and suggestions for achieving success. In our next issue, we will include an in-depth Q&A with Ronn.

Some things to look for in future publications:

- "Spotlight On..." – highlighting involved individuals and teams
- Q&A – sharing questions and answers with leadership and other universities
- Project Progress – presenting updates from AST

We look forward to providing you with relevant and timely information as the university implements Shared Services.

Leader of Yale Shared Services operation discusses keys to success at U-M's unit representative kickoff meeting



AST Project Co-Chairs Rowan Miranda (left), U-M associate vice president for finance and Laurita Thomas, U-M associate vice president for human resources, with Ronn Kolbash, assistant vice president of Yale University Shared Services. More than 40 employees from colleges, schools, and units from across U-M, who are serving as unit representatives for the university's Shared Services effort, heard the three speakers discuss a wide variety of topics related to the project at last Monday's kickoff meeting. The interactive meeting included a case study of Yale's Shared Services operation and a discussion centered around the integral role that unit representatives will play in successfully advancing the university-wide Shared Services initiative.

Shared Services Model Outcomes and Characteristics

- Increased **efficiency and improved quality** of performance resulting from the sharing of information
- Implementation of **best practices**
- Use of Partnership Agreements (PAs) to **provide structure** to what services are offered and what level of customer service is provided between units and Shared Services
- Agreed upon **Key Performance Indicators (KPIs)** that allow for effective reporting and a framework for ensuring **quality services** (Service Management) across units

For more information about Shared Services, including FAQs, Shared Services at a Glance, Messages from Executive Sponsors and Co-chairs visit our website <http://ast.umich.edu/>

Shared Services frequently asked questions

Q: How will Shared Services work at U-M?

A: Shared Services will combine certain Finance and Human Resources transactional activities from across the university into a single operation. This will allow colleges, schools, and units to better focus on the university's core missions and rely on a high-performing service center for select transaction processing services.

Shared Services strives to offer greater efficiency, improve service quality and standardize/streamline business processes.

Shared Services involves customers in governance and performance-improvement processes to a much greater extent than existing service delivery models.

Q: What Finance and Human Resource processes will be included in Shared Services?

A: Finance process areas include:

- Accounting
- Accounts Payable
- Accounts Receivable
- Travel and Expense Reimbursement

Human Resources process areas include:

- Benefits and Retirement Savings Administration
- HR Data Management and Reporting
- Time and Leave Administration
- Onboarding, Immigration/Relocation, and Exits

Shared Services workgroups

Numerous individuals from units throughout the university community are currently engaged in the Shared Services project. They bring expertise to project workgroups in areas of technology, finance, human resources (HR) and organization to shape the process and policy changes that will develop the future of Shared Services.

Some examples of these efforts include HR Workgroup progress to develop a streamlined process for employment forms. That team is currently identifying standard FMLA practices for the Shared Service center. The Organizational Development Workgroup has been busy designing the structure and sizing of the new Shared Services organization. They are deep into planning the workforce transition approach that will aim to match the "right employees, with the right skills, with the right work, in the right organization."

We will hear more from these workgroups, and others, in future issues.

Shared Services Implementation Timeline

