1. Definitions & Taxonomy
   A. Functions, Sub-functions & Services
   B. Service Forms

2. Service Development Lifecycle
   A. Process
   B. Roles

3. Service Frameworks
   A. Participation Model
   B. Finance Model

4. Q&A
Definitions & Taxonomy
### Definition: Service

A service should be:

<table>
<thead>
<tr>
<th><strong>Bounded</strong></th>
<th>in terms of a definable scope</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessable</strong></td>
<td>in how progress or success is measured</td>
</tr>
<tr>
<td><strong>Recognizable</strong></td>
<td>to practitioners in the field</td>
</tr>
<tr>
<td><strong>Needed</strong></td>
<td>by customers or the University as a whole</td>
</tr>
<tr>
<td><strong>Specific</strong></td>
<td>in the desired outcome or goal</td>
</tr>
</tbody>
</table>

**HR Examples:**

- Complaint Investigation
- Compliance Training
- Payroll Audit
- Leave Reporting
Shared Services Taxonomy

- **Function**
  - Information Technology
  - Human Resources
  - Business Services

- **Sub Functions**
  - Employee Relations
  - Compensation Administration
  - Benefits Administration

- **Services**
  - Payroll Error Reporting
  - Time & Leave Reporting
  - One-time Payments

- **Activities & Processes**
  - XXX
  - XXX
  - XXX
Shared Services Forms

**Transactions** - Performing a series of actions and interactions for the benefit of a customer (i.e. payroll, benefits processing)

**Standards** - Maintaining a set of policies, principles, practices, and procedures to ensure consistency and repeatability (i.e. procedures for developing an RFP)

**Training** - Educating users across the University of Wisconsin System how to perform a particular action or behavior (i.e. compliance training, diversity training)

**Support** - Responding to a customer’s specific needs (i.e. Help Desk support, Call Center)

**Technology** - Providing a set of technology systems and tools to support or manage a service (i.e. learning management tool, collaboration tool)
Definitions: Councils

Customer Council
Group of 6 senior leaders from the UW comprehensive campuses (3 Provosts, 3 CBOs) charged with providing input and feedback on customer satisfaction, service offerings, and service design and delivery.

SME Council
(Subject Matter Expert Council)
General name for a group of institution-based function or sub-function leaders, such as:
- CIOs
- HR Directors
- Procurement Directors
- Controllers, etc.
Service Development Lifecycle
Shared Service Development Lifecycle

Decide Phase

**Decide**
- Source
- Scrutinize
- Support
- Select

**Develop**
- Design
- Build
- Test

**Deploy**
- Train
- Go-Live
- Monitor

**Source**
- Identify potential shared services from UW System stakeholders
- Evaluate the identified services based on established criteria
- Recommend high priority services

**Scrutinize**
- Confirm prioritization of services with UW stakeholders
- Receive and incorporate feedback
- Identify services to develop into business cases

**Support**
- Develop detailed business cases for each high priority service
- Receive and incorporate internal feedback

**Select**
- Review business cases and details with UW stakeholders
- Determine which shared services to develop and deploy

Decision Point #1
- Source
Decision Point #2
- Select

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Shared Service Development Lifecycle

Process Flow

- Full

Could be used in cases of NEW Services with MANDATORY participation
DRAFT

Shared Service Development Lifecycle

Decide Phase
Process Flow – Full

Process Flow – Full
Could be used in cases of NEW Services with MANDATORY participation

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Process Flow – Express

Could be used in cases of TECHNICAL or MINOR UPDATES to existing services.
## UWSS Leadership

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>1) Review the final list of services during the &quot;Select&quot; stage in parallel with the Chancellors. Makes decision about the final service list.</td>
</tr>
<tr>
<td>VP of Administration</td>
<td>1) Review and decide which services move to the business case during the &quot;Scrutinize&quot; stage; and 2) Review and decide which business cases are sent for President review during the &quot;Select&quot; stage.</td>
</tr>
<tr>
<td>Executive Director</td>
<td>1) Determine the draft service listing and funding models in the &quot;Source&quot; stage; 2) Determine service listing for review by the CBO/Provosts, then the VP of Admin in the &quot;Scrutinize&quot; stage; 3) Determine which business cases need revision in the &quot;Support&quot; stage; and 4) Determine business cases for review by the CBO/Provosts and SME Council, then the VP of Admin in the &quot;Select&quot; stage.</td>
</tr>
</tbody>
</table>

## UWSS Staff

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Team</td>
<td>1) Review and provide feedback on the service listing during the &quot;Source&quot; stage. Recommend priorities for service list selection; and 2) Review and provide feedback on the business case during the &quot;Support&quot; stage.</td>
</tr>
<tr>
<td>Functional Director</td>
<td>1) Develop and update service listing during the &quot;Source&quot; stage; and 2) Develop and updating the business case during the &quot;Support&quot; stage.</td>
</tr>
<tr>
<td>PMO/Communications</td>
<td>1) Create and aggregate service listings. Draft communications in the &quot;Source&quot;; 2) Communicate decisions in the &quot;scrutinize&quot; stage; 3) Standardize and update the business case. Draft communications in the &quot;Support&quot; stage; and 4) Communicate decisions in the &quot;Select&quot; stage.</td>
</tr>
</tbody>
</table>

## Reviewers

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Council</td>
<td>1) Review the services included on the initial service listing after the SME Council during the &quot;Scrutinize&quot; stage; 2) Review the business cases during the &quot;Select&quot; stage.</td>
</tr>
<tr>
<td>Provosts</td>
<td>1) Review the initial service listing during the &quot;Scrutinize&quot; stage after the Customer Council review and before the VP of Admin review; and 2) Review the business cases during the &quot;Select&quot; stage after the Customer Council and in parallel with the SME Councils.</td>
</tr>
<tr>
<td>Chancellors</td>
<td>1) Review the final list of services during the &quot;Select&quot; stage in parallel with the President.</td>
</tr>
<tr>
<td>SME Councils</td>
<td>1) Review the initial service listing during the &quot;Scrutinize&quot; stage before the list is sent to the Customer Council; and 2) Review the business cases during the &quot;Select&quot; stage after the CBO's and Provosts.</td>
</tr>
<tr>
<td>Chief Business Officers</td>
<td>1) Review the initial service listing during the &quot;Scrutinize&quot; stage after the Customer Council and in parallel with the SME Councils.</td>
</tr>
</tbody>
</table>

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Service Frameworks
**Participation Models**

**Optional**
Any comprehensive campus, UWSA, UW-Madison, or UW-Milwaukee may opt to receive services.

**Mandatory**
Each comprehensive campus and UWSA will receive this service exclusively from UW-Shared Services.

**Note:**
There are rare instances where all campuses and UWSA, including UW-Madison and UW-Milwaukee, are mandatory participants in a shared service. Those decisions are typically the result of other processes, such as CSRG.

President and VP-Admin approval required to make services Mandatory.

All services assumed to be Optional unless determined otherwise.
Determining Mandatory Participation

UW-Shared Services will evaluate every service on an combination of three criteria to identify whether there is a rationale for Mandatory Participation.

- **Severity**: how severe is the risk
- **Probability**: the service can reduce the risk
- **Likelihood**: of impact

- **Level of Fixed Costs**
- **Ability to reduce Variable Costs**
- **Likelihood**: of campuses opting-in voluntarily

- **Deviations** in campus policies & practices
- **Difficulty** in handling deviations & exceptions
- **Ability**: to standardize

Services on the lower end suggest Optional may be the best model... while the higher end suggests that Mandatory could be used.
# Funding Model Types

<table>
<thead>
<tr>
<th>Model Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BASE</strong></td>
<td>Use of UW-Shared Services internal resources to provide a service, with cost fully borne by UW-Shared Services. No chargeback to customers.</td>
</tr>
<tr>
<td><strong>CHARGEBACK</strong></td>
<td>Use of fees charged to provide a service, with cost fully borne by customers. No use of base funding.</td>
</tr>
<tr>
<td><strong>BLENDED</strong></td>
<td>Use of base funding to cover a portion of the cost to provide a service, with the remainder of the cost borne by customers.</td>
</tr>
</tbody>
</table>
### Recommending a Funding Model

#### Incentive

<table>
<thead>
<tr>
<th>CHARGEBACK</th>
<th>BLENDED</th>
<th>BASE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Campus Transactional Fees</strong></td>
<td><strong>Base Funding + Chargeback</strong></td>
<td><strong>Base Funding</strong></td>
</tr>
<tr>
<td>- Charge customers based on transaction cost and their usage rate (e.g., $ per transaction)</td>
<td>- Base fund fixed costs, charge customers for variable costs</td>
<td>- UW-Shared Services internally base fund the entire service</td>
</tr>
<tr>
<td>- Full chargeback model</td>
<td>- Results in lower chargeback rates to customers</td>
<td>- No chargeback to customers</td>
</tr>
</tbody>
</table>

#### Participation

<table>
<thead>
<tr>
<th>Variable Cost</th>
<th>Tracking Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optional</td>
<td>Mandatory</td>
</tr>
</tbody>
</table>

#### Costs

- **Variable Cost**
  - High
  - Low
- **Tracking Cost**
  - High
  - Low

#### Cost vs. Tracking Cost Matrix

- **High Variable Cost, High Tracking Cost**
  - CHARGEBACK
  - Mandatory

- **High Variable Cost, Low Tracking Cost**
  - CHARGEBACK
  - Optional

- **Low Variable Cost, High Tracking Cost**
  - BASE
  - Mandatory

- **Low Variable Cost, Low Tracking Cost**
  - BASE
  - Optional
Q&A

Steve Wildeck, Executive Director
Werner Gade, Director, Information Technology & CIO
Jason Beier, Director, Human Resources
Diann Sypula, Director, UW Service Center
Rhonda Loger, Director, Procurement
Feedback
feedback@uwss.wisconsin.edu

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