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SSLC News | Fall 2024

SHARED SERVICES NEWS

LEADERSHIP COALITION



FROM THE SSLC NEWS DESK

FALL 2024

From the Chair



SSLC Board Chair, Steve Goodrich

SSLC is Stepping Up our Support to Help Government Achieve

I just returned from the global shared services conference and wanted to share some things with you. Did you know that **68%** of all large US corporations operate under a shared services model and that **85%** are committed to implementing within the next few years. The average time from decision to implement shared services to offering services is **1-3 years**.

Most have now moved beyond initial cost savings, efficiency, and effectiveness and are concentrating on **adding services**, integrating **artificial intelligence**, and measuring how they contribute to their **customers' mission achievement**. Many are looking to move away from data analytic tools such as Tableau and BI with the integration of AI.

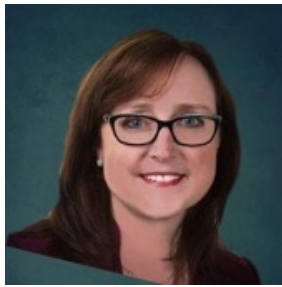
About **55%** of organizations run 1-3 shared service centers organization-wide and 26% have 4-6 centers. For example, Walmart HR has 2 centers for their almost 2 million employees, one for the Americas and one for Europe. One company with 150,000 employees boasts almost \$2b in savings within the first two years. Many have implemented innovation functions whose sole focus is on **innovating process and technology**. These functions include technology staff, customers, and program office staff.

Many of you have asked for private sector examples such as those provide above yet recognize the federal government does have some unique characteristics, both in support of shared services and those providing challenges. SSLC has been busy over the last few months working with federal and industry participants developing notional operating models for government. We will soon be making a **proposal to Congress and the Administration** on how to optimize shared services across government, saving taxpayer money, ensuring modernization resources are provided, and ensuring true efficiency and effectiveness can be measured.

As always, we invite you to engage and participate in the dialog and design activity. There is a lot going on and we need many great minds to engage. Please feel free to reach out with your thoughts and contributions.

SSLC Welcomes New Board Member

SSLC's membership surge has continued through the summer. **Summit Technology Group** is the latest to join at the Executive Sponsor level. The company will be represented on the SSLC Board of Directors by Kathryn Kienast, a highly regarded veteran of the shared services movement from her earlier positions with Booz Allen Hamilton and Ernst & Young. Her new company is introducing state-of-the-art software solutions from the commercial banking industry into the Federal marketplace. Welcome aboard, Kathryn and Summit!



Kathryn Kienast, Summit Technology Group

Industry Leaders Point the Way to the Future

The Shared Services Forum was treated to presentations from three highly respected industry shared services leaders over the summer.

The July Forum featured former Federal shared services leader **Paul Bartley**, now leading shared services for a business enterprise in Saudi Arabia. Paul shared highlights and lessons learned from his impressive experience in the energy and pharmaceutical industries since leaving government in 2016. Paul is living proof of the exciting career opportunities that await government leaders in industry after cutting their teeth in the complex and challenging world of government shared services.

The August 8th Forum featured **Viral Chhaya**, formerly global business services executive at General Motors, GE Capital, Bank of America and Kaiser Permanente. Viral generously shared insights gained from his rich experience managing start-ups and technology innovation impacting employee and customer experience in global business environments.

Steve Hosley, Global Business Leader at the Estee Lauder Companies, headlined the September 12th Forum. He shared the story of the start-up of “OneSource,” Estee Lauder’s global services organization and emphasized the “soft” side of shared services, particularly the importance of “branding” services and selling them to reluctant customers in a voluntary environment where participation is optional at the discretion of business line leaders.

Thanks to these outstanding industry leaders for their generous contributions to our community of government shared services professionals.



Paul Bartley



Viral Chhaya



Steve Hosley

News from the Front Lines

Our friends in the Office of Shared Solutions and Performance Improvement (OSSPI) at GSA have asked that we share the following information with our community.

Technical and Cybersecurity Capabilities (Public Comment): [The FY25 Draft Common Technical and Cybersecurity Capabilities for Shared and Centralized services](#) are available for agency and industry comment on [regulations.gov](#). These capabilities were informed by interagency work, authoritative policy, NIST standards and commercial practices. They'll be used as evaluation criteria to ensure commercial and Federal solutions meet a common capability baseline needed by agencies to drive the underlying technologies and platforms used to deliver these mission support systems and services. **Comments close 10/4/2024.**

Funding and Financial Management (Public Comment): It's widely recognized that *cost recovery and price transparency* can be a recurring challenge for service providers, their customers and home agencies. [Enhancing Practices to Optimize Cost Recovery](#), a set of draft best practices and community viewpoints informed by both agencies and providers, have been published to [regulations.gov](#) for agency, provider, and public comments. It's a goal that this 1st version of the viewpoints is available for action-planning between Providers, Customers, and home agencies to support cost recovery reform, where needed. **Comments close on 10/4/2024.**

New Report on Preventing Fraud and Improper Payments

SSLC Board Chair **Steve Goodrich** has co-authored another important report with implications for shared services: *A Prepared Federal Government: Preventing Fraud and Improper Payments in Emergency Funding*. Steve and co-author **Bob Westbrooks**, former Director of the Pandemic Response Accountability Committee (PRAC), provided thought leadership insights to this project led by SSLC member **Dan**

Chenok, Executive Director of the IBM Center for the Business of Government. While not calling for shared services by name, the report makes the persuasive case that centralized tools are necessary to address systemic vulnerabilities in high risk program environments. The report can be viewed at the link below:

<https://www.businessofgovernment.org/report/prepared-federal-government-preventing-fraud-and-improper-payments-emergency-funding>

Exciting Job Opportunity for Grants Leader

The Office of Grants in the Department of Health and Human Services, Office of the Secretary is recruiting a Senior Executive to serve as Deputy Director, Division of Information and Solutions. The Senior Executive will have operational oversight of several critical grant systems and functions, to include Grants.gov and GrantSolutions, which service thousands of grant applicants and recipients, and host nearly one million users nationally and across the globe. This vacancy announcement closes on 10/3/2024. Visit link for more information:

<https://www.usajobs.gov/job/810341400>

Upcoming Events

Mark your calendars for the next sessions of the Shared Services Forum on October 10th and the Working Forward Forum on October 17th. Our guest speakers for the Shared Service Forum will include **Lindsay Hochberg**, Business Applications Solutions (BAS) Project Manager at the Department of Commerce; **Christine Rodriguez**, Program Executive Officer for Manpower, Logistics and Business Solutions in the Navy Department; and **Andrea Sampanis**, Director of the Grants Quality Services Management Office (QSMO) in the Department of Health and Human Services. The Working Forward Forum will feature a discussion on the recent OMB/OPM joint memorandum “**Improving the Federal Hiring Experience**” | CHCO . Invited speakers include **Angie Quirarte**, Senior Advisor on Talent Strategy and Service Delivery, OMB, **Roseanna Ciarlante**, Director of OPM’s Hiring Experience Group, and **Priscilla Clark**, Deputy Chief Human Capital Officer, Department of Housing and Urban Development. SSLC Board member **Matthew Cornelius** of Workday will be moderating the discussion. More program and registration information coming soon!



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