

Report on Shared Services

Department: Department of Labor and Licensing

Secretary: Daryl Bassett

The purpose of this report is an analysis and action plan for shared services, that is staff or support services shared across the entities within the Cabinet Department. This analysis will assist in the formulation of the plan for this report to the Governor on how to achieve greater efficiency (including cost savings) and effectiveness as it relates to this topic. This work should take into consideration the state of the Department as a whole and the state of each constituent agency, board, and commission.

Questions	Responses
<p>1. After a thorough analysis of shared services within your department, identify all opportunities for more efficient and effective delivery of services and for cost savings.</p> <p>Consider short-term, mid-term, and long-term opportunities.</p>	<p>Project 1: Create a common data repository for delivery of administrative services and public services for all DLL divisions, boards, and commissions by leveraging the existing information technology programs through an integration with the Laserfiche product.</p> <p>1.1 Action Plan: Standardize and automate work processes in digital format through Laserfiche within DLL, including administrative services, licensing processes, and inspection or investigative services.</p> <p>1.1 Benefits:</p> <ul style="list-style-type: none"> • Improved efficiencies. <ul style="list-style-type: none"> - expanded opportunities in information technology for smaller licensing entities; -standardized and automated business processes in digital format, while retaining individual program needs; and -more effectively utilize staff and other resources. • Improved accountability. <ul style="list-style-type: none"> -customizable, standardized management reports from the front-line supervisor to upper management; and -availability of data across the range of licensing entities and program areas. • Improved transparency. It is essential to be able to examine data across the DLL’s many boards, commissions and program areas, without attempting to compare multiple, non-standard reports.

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Questions	Responses
	<p>..... 1.1 Costs:</p> <ul style="list-style-type: none"> • Some infrastructure improvements and software development kits; • Additional licenses for new users; and • Some upgrades to existing servers. <p>..... 1.1 Measuring Success: Delivery of services with greater efficiency, transparency and accountability.</p> <p>..... 1.1 Timeline & Implementation Plan:</p> <ul style="list-style-type: none"> • 2019: Evaluate and coordinate with select licensing entities an initial group for Laserfiche integration. • Spring 2020: Begin integration of initial group, as well as begin evaluation of a second group. • Fall 2020: Evaluate project to date and establish timeline for completion. <p>..... 1.1 Potential Obstacles: Buy-in from licensing boards and commissions and their Executive Directors.</p> <p>Project 2: Create an Administrative Services Office to coordinate and deliver shared services for all DLL boards and commissions.</p> <p>..... 2.1 Action Plan: Provide and oversee human resources and payroll functions, procurement services, centralized asset management accounts payable/receivable, travel coordination, information technology services, and budget assistance under a shared service model for all DLL boards, commissions, and program areas.</p> <p>..... 2.1 Benefits:</p> <ul style="list-style-type: none"> • Improved internal controls, particularly with respect to separation of duties which is a common audit finding for smaller boards and commissions. • Staffing flexibility. • Improved risk management. • Elimination of duplicative processes and standardization of electronic processes. • Delivery of administrative services in a more cost effective manner may result in savings that can be passed on to licensees in some areas.

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Questions	Responses
	<ul style="list-style-type: none"> • Take advantage of economies of scale by utilizing combined purchasing power when able. • Improved access to shared services. • Improved oversight by Secretary. <p>..... 2.1 Costs: No anticipated additional cost.</p> <p>..... 2.1 Measuring Success: Delivering improved services at no additional cost.</p> <p>..... 2.1 Timeline & Implementation Plan:</p> <ul style="list-style-type: none"> • 2019: Begin implementation of shared services as appropriate. • Spring 2020: Coordinate with licensing entities to determine potential processes that can be updated, eliminated, streamlined, and moved to Administrative Services Offices. <p>..... 2.1 Potential Obstacles:</p> <ul style="list-style-type: none"> • Buy-in from licensing boards and commissions and their Executive Directors. • Special revenue issues relating to cost allocation and staff assignments.
<p>2. Develop a plan to implement the efficiency opportunities identified above.</p> <p>What are the key elements and action steps of your plan?</p>	<p>Refer to each project detailed in question 1.</p>
<p>3. Identify any obstacles to the implementation and success of this plan.</p>	<p>Refer to each project detailed in question 1.</p>
<p>4. Are there any anticipated costs associated with the plan?</p>	<p>Refer to each project detailed in question 1.</p>

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<p>5. What is the detailed implementation timeline for this plan?</p> <p>How will you track your progress?</p>	<p>Refer to each project detailed in question 1.</p>
<p>6. How will you measure the success and results of your plan? Include detailed forecasts of cost savings, efficiencies achieved, etc.</p>	<p>Refer to each project detailed in question 1.</p>
<p>7. How could the Department of Transformation and Shared Services provide support to the Department?</p>	<p>Develop and implement an electronic process in EASE for the TR1.</p>

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