UW-Shared Services

University of Wisconsin System

ITMC

April 15, 2019

Agenda

1. Review of Activity since Fall 2018 Meeting
    A. Campus Site Visits
    B. Customer Council Established
    C. Service Lifecycle
    D. Conceptual Roadmap
    E. Service Definitions
2. Update on Service Definitions
    A. Socialization
    B. Approval
    C. Next Steps
3. Review of Service Lifecycle
    A. Decide Phase
    B. Develop Phase Draft
    C. Deploy Phase Draft
4. Service “Soft-Launch”
5. What is UWSS Working On
    A. Soft Launch
    B. Develop & Deploy Stages
    C. Organization Structure

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Campus Site Visits

Institution	Date
UW-Milwaukee	6/27/2018
UW-Superior	8/15/2018
UW-Madison	9/6/2018
UW-Oshkosh	9/24/2018
UW-La Crosse	10/9/2018
UW-Parkside	10/23/2018
UW-Eau Claire	11/13/2018
UW-Platteville	11/26/2018
UW-Green Bay	11/27/2018
UW-Stout	12/13/2018
UW-River Falls	12/14/2018
UW-Stevens Point	1/7/2019
UW-Whitewater	1/23/2019

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Campus Visits – Lessons Learned

1. Myths Persist
   A. Centralization means everything moves to Madison

      - Standardization
      - Potential utilization of campus based staff in service development and support
      - COE Partnerships (Services as an agent of UWSS)
      - Some services delivered from Madison

   B. Madison (UW-Shared Services) is just going to come in and take over

   C. UW-Shared Services will just apply what UWC did to the comprehensive institutions

   D. UW-Shared Services is a job saving program for UW Colleges and Extension staff

      Restructuring Objective Bullet #4:
      - Further standardizing and regionalizing administrative operations and services to more efficiently use resources;

2. There is support (some guarded) for the Shared Services Concept
   A. Majority of campuses supported the concept
   B. Several wanted to be first in line for services
   C. Skepticism (devil is in the details)
   D. Wait and see approach

3. List of pain points and possible service areas
   A. 22 service suggestions
   B. 15 additional service suggestions from CIO's, emails, etc.

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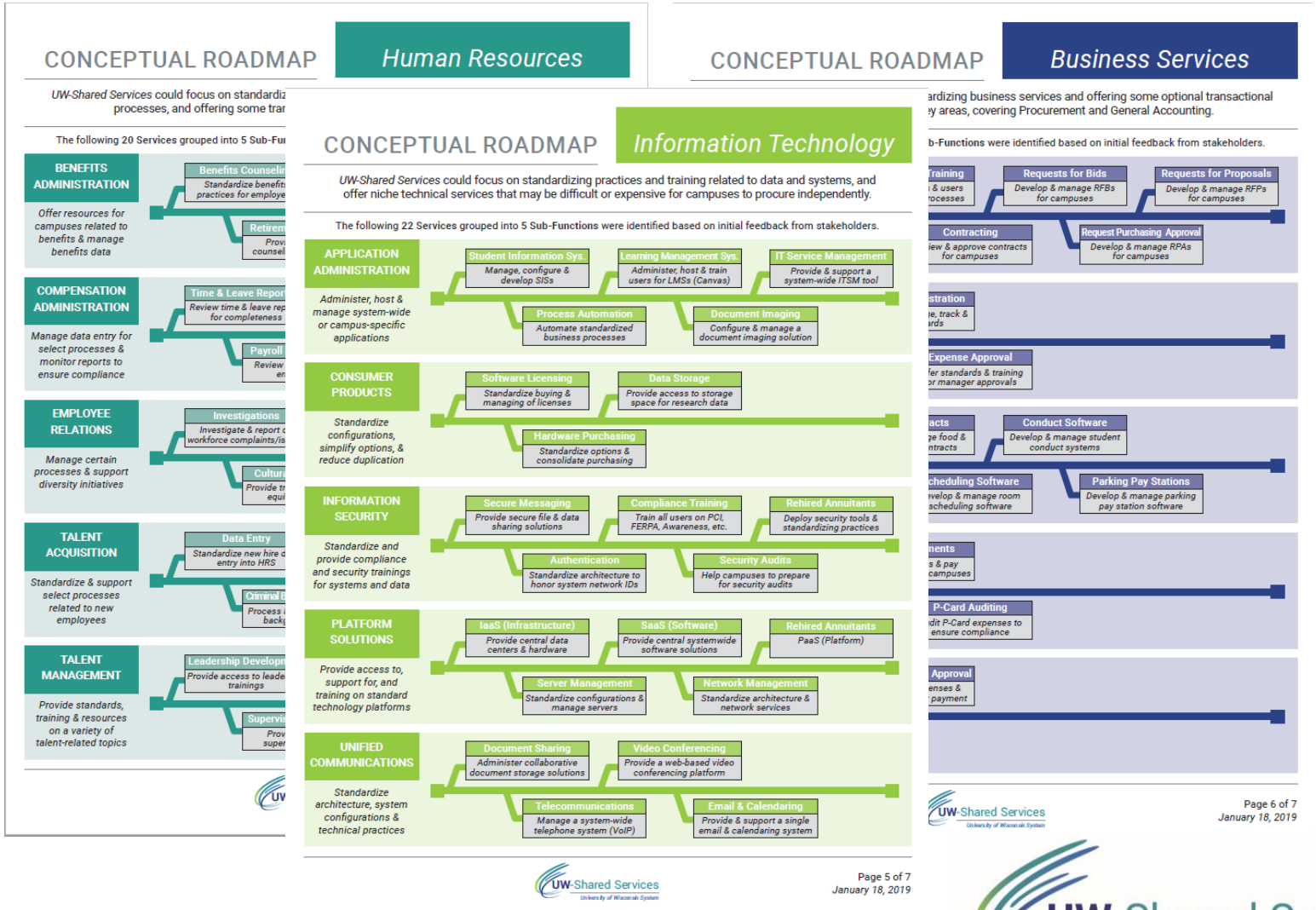
Socialization Timeline

Nov. 16, 2018	Customer Council Established
Jan. 9, 2019	Customer Council Meeting (shared Roadmap)
Jan. 10	UW - Shared Services Town Hall Meeting
Jan. 14-18	SME Council Meetings (shared Roadmap)
Jan. 28-Feb. 1	SME Council Meetings (discussed Roadmap feedback)
Jan. 31	CBO Meeting (shared Roadmap)
Feb. 6	Provost Meeting (shared Roadmap)
Feb. 13	Customer Council Meeting (shared Service Definitions)
Feb. 11-15	SME Council Meetings (shared Service Definitions)
Mar. 5	Provosts & CBO's Meeting (shared Service Descriptions)
Mar. 8	Service Definitions approved by Exec. Director
Mar. 12	Service Definitions approved by Vice President Cramer
Mar. 18	Customer Council Meeting (Service Definitions, Service Lifecycle)
Mar. 22	Chancellors Meeting (shared Service Definitions)
Mar. 22	Service Definitions approved by President Cross

Conceptual Roadmap



CONCEPTUAL ROADMAP

Human Resources

UW-Shared Services could focus on standardiz
processes, and offering some tran

The following 20 Services grouped into 5 Sub-Fu

BENEFITS ADMINISTRATION
Offer resources for campuses related to benefits & manage benefits data
- Benefits Counseli — *Standardize benefit practices for employe*
- Retirem — *Prov counsel*

COMPENSATION ADMINISTRATION
Manage data entry for select processes & monitor reports to ensure compliance
- Time & Leave Repor — *Review time & leave rep for completeness*
- Payroll — *Review*

EMPLOYEE RELATIONS
Manage certain processes & support diversity initiatives
- Investigations — *Investigate & report workforce complaints/is*
- Cultur — *Provide tr equi*

TALENT ACQUISITION
Standardize & support select processes related to new employees
- Data Entry — *Standardize new hire entry into HRS*
- Criminal — *Process backg*

TALENT MANAGEMENT
Provide standards, training & resources on a variety of talent-related topics
- Leadership Develop — *Provide access to leade trainings*
- Supervi — *Prov super*

CONCEPTUAL ROADMAP

Information Technology

UW-Shared Services could focus on standardizing practices and training related to data and systems, and offer niche technical services that may be difficult or expensive for campuses to procure independently.

The following 22 Services grouped into 5 Sub-Functions were identified based on initial feedback from stakeholders.

APPLICATION ADMINISTRATION
Administer, host & manage system-wide or campus-specific applications
- Student Information Sys. — *Manage, configure & develop SISs*
- Learning Management Sys. — *Administer, host & train users for LMSs (Canvas)*
- IT Service Management — *Provide & support a system-wide ITSM tool*
- Process Automation — *Automate standardized business processes*
- Document Imaging — *Configure & manage a document imaging solution*

CONSUMER PRODUCTS
Standardize configurations, simplify options, & reduce duplication
- Software Licensing — *Standardize buying & managing of licenses*
- Data Storage — *Provide access to storage space for research data*
- Hardware Purchasing — *Standardize options & consolidate purchasing*

INFORMATION SECURITY
Standardize and provide compliance and security trainings for systems and data
- Secure Messaging — *Provide secure file & data sharing solutions*
- Compliance Training — *Train all users on PCI, FERPA, Awareness, etc.*
- Rehired Annuitants — *Deploy security tools & standardizing practices*
- Authentication — *Standardize architecture to honor system network IDs*
- Security Audits — *Help campuses to prepare for security audits*

PLATFORM SOLUTIONS
Provide access to, support for, and training on standard technology platforms
- IaaS (Infrastructure) — *Provide central data centers & hardware*
- SaaS (Software) — *Provide central systemwide software solutions*
- Rehired Annuitants — *PaaS (Platform)*
- Server Management — *Standardize configurations & manage servers*
- Network Management — *Standardize architecture & network services*

UNIFIED COMMUNICATIONS
Standardize architecture, system configurations & technical practices
- Document Sharing — *Administer collaborative document storage solutions*
- Video Conferencing — *Provide a web-based video conferencing platform*
- Telecommunications — *Manage a system-wide telephone system (VoIP)*
- Email & Calendaring — *Provide & support a single email & calendaring system*

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Page 5 of 7
January 18, 2019

CONCEPTUAL ROADMAP

Business Services

ardizing business services and offering some optional transactional
y areas, covering Procurement and General Accounting.

b-Functions were identified based on initial feedback from stakeholders.

- Training — *& users rocesses*
- Requests for Bids — *Develop & manage RFBs for campuses*
- Requests for Proposals — *Develop & manage RFPs for campuses*
- Contracting — *iew & approve contracts for campuses*
- Request Purchasing Approval — *Develop & manage RPAs for campuses*
- stration — *e, track & rds*
- Expense Approval — *fer standards & training or manager approvals*
- acts — *e food & ntracts*
- Conduct Software — *Develop & manage student conduct systems*
- cheduling Software — *velop & manage room scheduling software*
- Parking Pay Stations — *Develop & manage parking pay station software*
- nents — *s & pay campuses*
- P-Card Auditing — *dit P-Card expenses to ensure compliance*
- Approval — *enses & payment*

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Page 6 of 7
January 18, 2019

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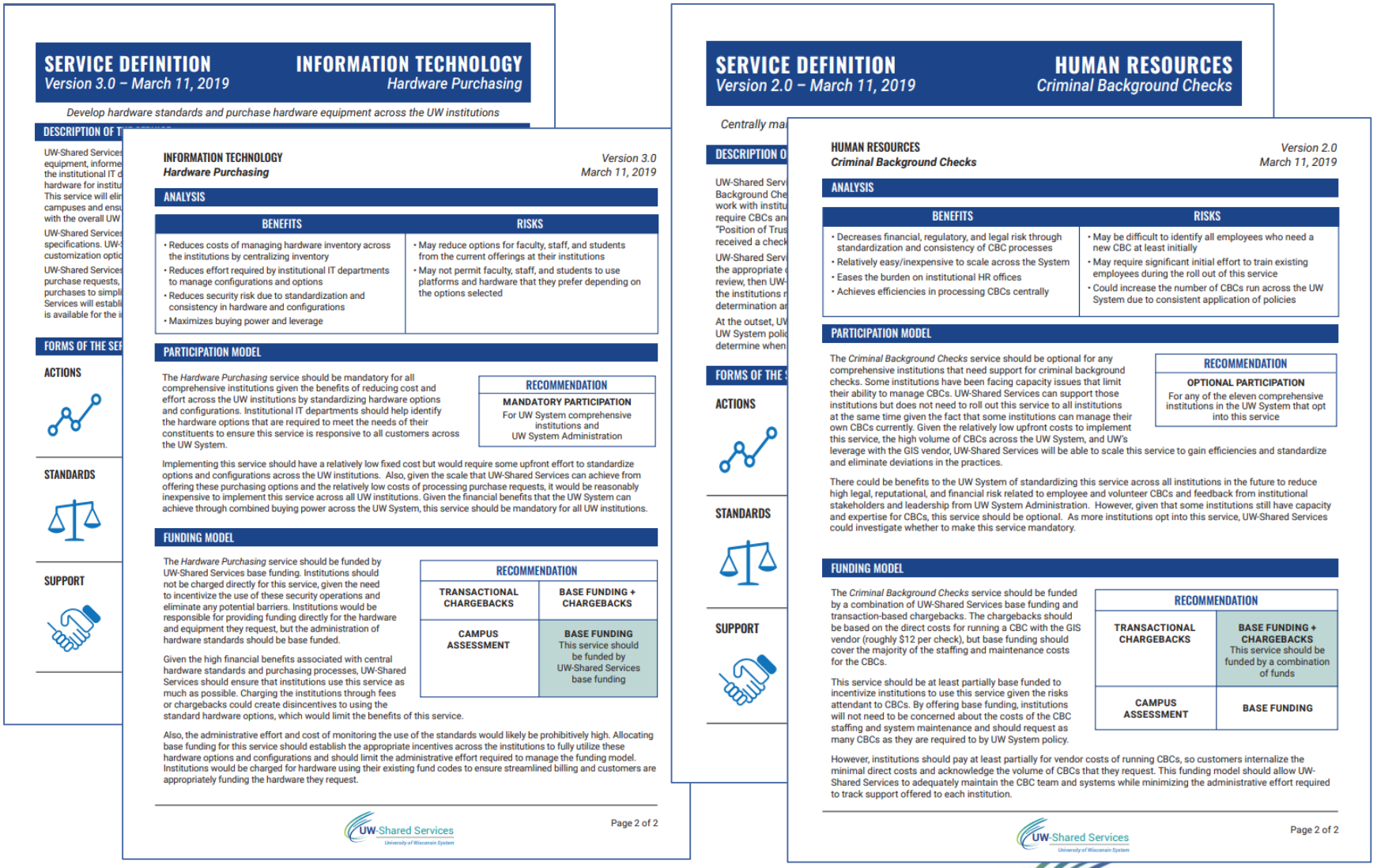
Service Definitions



SERVICE DEFINITION — **INFORMATION TECHNOLOGY**
Version 3.0 – March 11, 2019 — *Hardware Purchasing*

Develop hardware standards and purchase hardware equipment across the UW institutions

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SUPPORT

INFORMATION TECHNOLOGY — *Version 3.0*
Hardware Purchasing — *March 11, 2019*

ANALYSIS

BENEFITS	RISKS
• Reduces costs of managing hardware inventory across the institutions by centralizing inventory • Reduces effort required by institutional IT departments to manage configurations and options • Reduces security risk due to standardization and consistency in hardware and configurations • Maximizes buying power and leverage	• May reduce options for faculty, staff, and students from the current offerings at their institutions • May not permit faculty, staff, and students to use platforms and hardware that they prefer depending on the options selected

PARTICIPATION MODEL

The *Hardware Purchasing* service should be mandatory for all comprehensive institutions given the benefits of reducing cost and effort across the UW institutions by standardizing hardware options and configurations. Institutional IT departments should help identify the hardware options that are required to meet the needs of their constituents to ensure this service is responsive to all customers across the UW System.

RECOMMENDATION
MANDATORY PARTICIPATION For UW System comprehensive institutions and UW System Administration

Implementing this service should have a relatively low fixed cost but would require some upfront effort to standardize options and configurations across the UW institutions. Also, given the scale that UW-Shared Services can achieve from offering these purchasing options and the relatively low costs of processing purchase requests, it would be reasonably inexpensive to implement this service across all UW institutions. Given the financial benefits that the UW System can achieve through combined buying power across the UW System, this service should be mandatory for all UW institutions.

FUNDING MODEL

The *Hardware Purchasing* service should be funded by UW-Shared Services base funding. Institutions should not be charged directly for this service, given the need to incentivize the use of these security operations and eliminate any potential barriers. Institutions would be responsible for providing funding directly for the hardware and equipment they request, but the administration of hardware standards should be base funded.

Given the high financial benefits associated with central hardware standards and purchasing processes, UW-Shared Services should ensure that institutions use this service as much as possible. Charging the institutions through fees or chargebacks could create disincentives to using the standard hardware options, which would limit the benefits of this service.

RECOMMENDATION	
TRANSACTIONAL CHARGEBACKS	**BASE FUNDING + CHARGEBACKS**
CAMPUS ASSESSMENT	**BASE FUNDING** This service should be funded by UW-Shared Services base funding

Also, the administrative effort and cost of monitoring the use of the standards would likely be prohibitively high. Allocating base funding for this service should establish the appropriate incentives across the institutions to fully utilize these hardware options and configurations and should limit the administrative effort required to manage the funding model. Institutions would be charged for hardware using their existing fund codes to ensure streamlined billing and customers are appropriately funding the hardware they request.

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Page 2 of 2

SERVICE DEFINITION — **HUMAN RESOURCES**
Version 2.0 – March 11, 2019 — *Criminal Background Checks*

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HUMAN RESOURCES — *Version 2.0*
Criminal Background Checks — *March 11, 2019*

ANALYSIS

BENEFITS	RISKS
• Decreases financial, regulatory, and legal risk through standardization and consistency of CBC processes • Relatively easy/inexpensive to scale across the System • Eases the burden on institutional HR offices • Achieves efficiencies in processing CBCs centrally	• May be difficult to identify all employees who need a new CBC at least initially • May require significant initial effort to train existing employees during the roll out of this service • Could increase the number of CBCs run across the UW System due to consistent application of policies

PARTICIPATION MODEL

The *Criminal Background Checks* service should be optional for any comprehensive institutions that need support for criminal background checks. Some institutions have been facing capacity issues that limit their ability to manage CBCs. UW-Shared Services can support those institutions but does not need to roll out this service to all institutions at the same time given the fact that some institutions can manage their own CBCs currently. Given the relatively low upfront costs to implement this service, the high volume of CBCs across the UW System, and UW's leverage with the GIS vendor, UW-Shared Services will be able to scale this service to gain efficiencies and standardize and eliminate deviations in the practices.

RECOMMENDATION
OPTIONAL PARTICIPATION For any of the eleven comprehensive institutions in the UW System that opt into this service

There could be benefits to the UW System of standardizing this service across all institutions in the future to reduce high legal, reputational, and financial risk related to employee and volunteer CBCs and feedback from institutional stakeholders and leadership from UW System Administration. However, given that some institutions still have capacity and expertise for CBCs, this service should be optional. As more institutions opt into this service, UW-Shared Services could investigate whether to make this service mandatory.

FUNDING MODEL

The *Criminal Background Checks* service should be funded by a combination of UW-Shared Services base funding and transaction-based chargebacks. The chargebacks should be based on the direct costs for running a CBC with the GIS vendor (roughly $12 per check), but base funding should cover the majority of the staffing and maintenance costs for the CBCs.

This service should be at least partially base funded to incentivize institutions to use this service given the risks attendant to CBCs. By offering base funding, institutions will not need to be concerned about the costs of the CBC staffing and system maintenance and should request as many CBCs as they are required to by UW System policy.

RECOMMENDATION	
TRANSACTIONAL CHARGEBACKS	**BASE FUNDING + CHARGEBACKS** This service should be funded by a combination of funds
CAMPUS ASSESSMENT	**BASE FUNDING**

However, institutions should pay at least partially for vendor costs of running CBCs, so customers internalize the minimal direct costs and acknowledge the volume of CBCs that they request. This funding model should allow UW-Shared Services to adequately maintain the CBC team and systems while minimizing the administrative effort required to track support offered to each institution.

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Page 2 of 2

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Service Definition Summary

	PARTICIPATION		FUNDING MODEL			FORMS		
	Mandatory	Optional	Base	Blended	Chargeback	Actions	Standards	Support
HUMAN RESOURCES								
Benefits Data Management	● *		●			●	●	●
Mandatory Employee Training	●		●				●	●
Investigations		●			●	●	●	●
Criminal Background Checks		●		●		●	●	●
Retirement Readiness		●			●	●	●	●
INFORMATION TECHNOLOGY								
Security Operations	●		●			●	●	●
Network Standardization	●		●				●	●
Hardware Purchasing	●		●			●	●	●
Student Information Systems		●		●		●	●	●
Telecommunications		●			●	●	●	●
BUSINESS SERVICES								
Procurement Training	●		●				●	●
Contracting		●			●	●	●	●
Requests for Bids		●			●	●	●	●
Requests for Proposals		●			●	●	●	●
Requests for Purchasing Authority		●			●	●	●	●

* *Mandatory service participation in Benefits Data Management includes MSN and MIL.*

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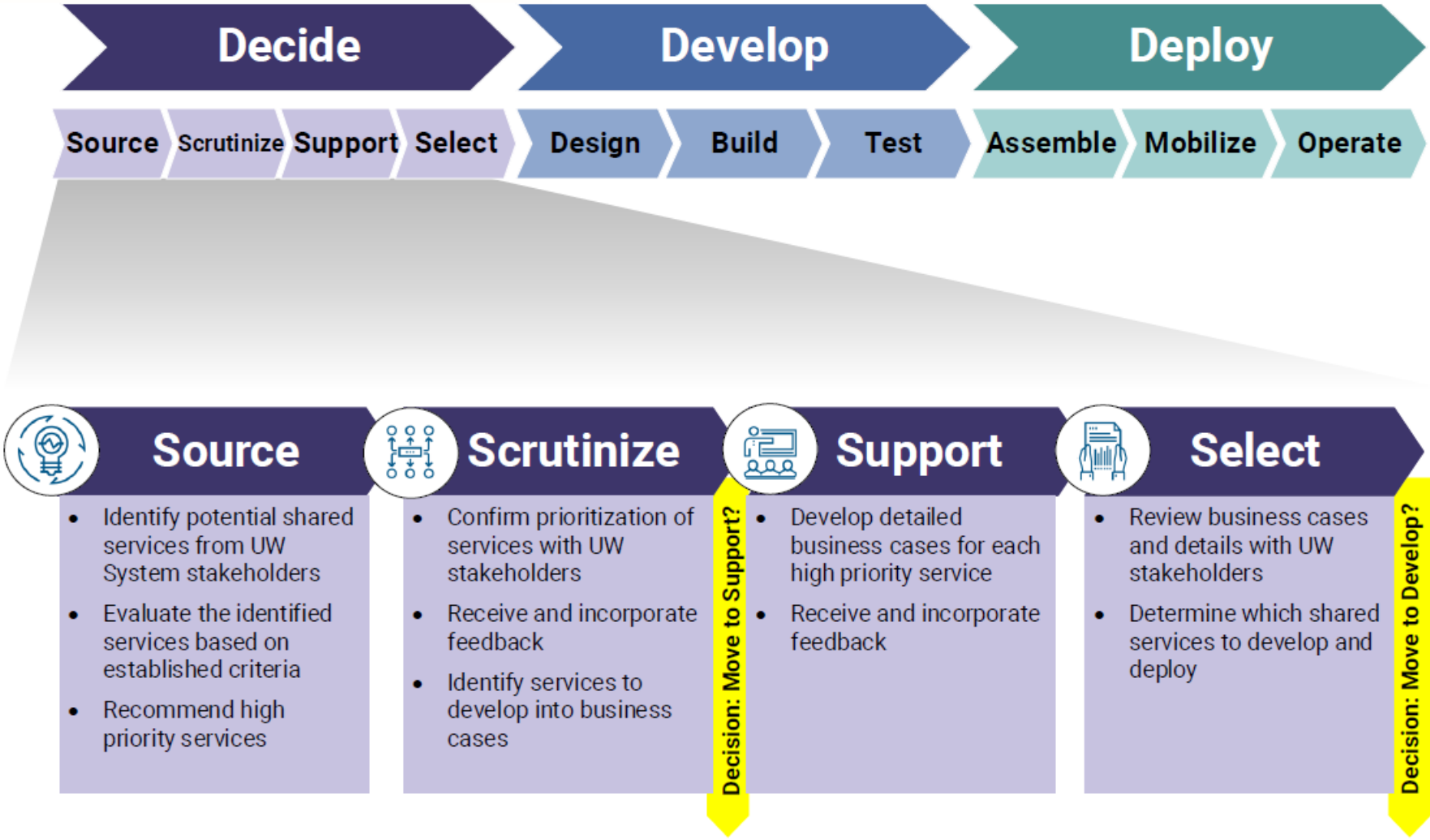
Service Lifecycle
Phase 1: Decide



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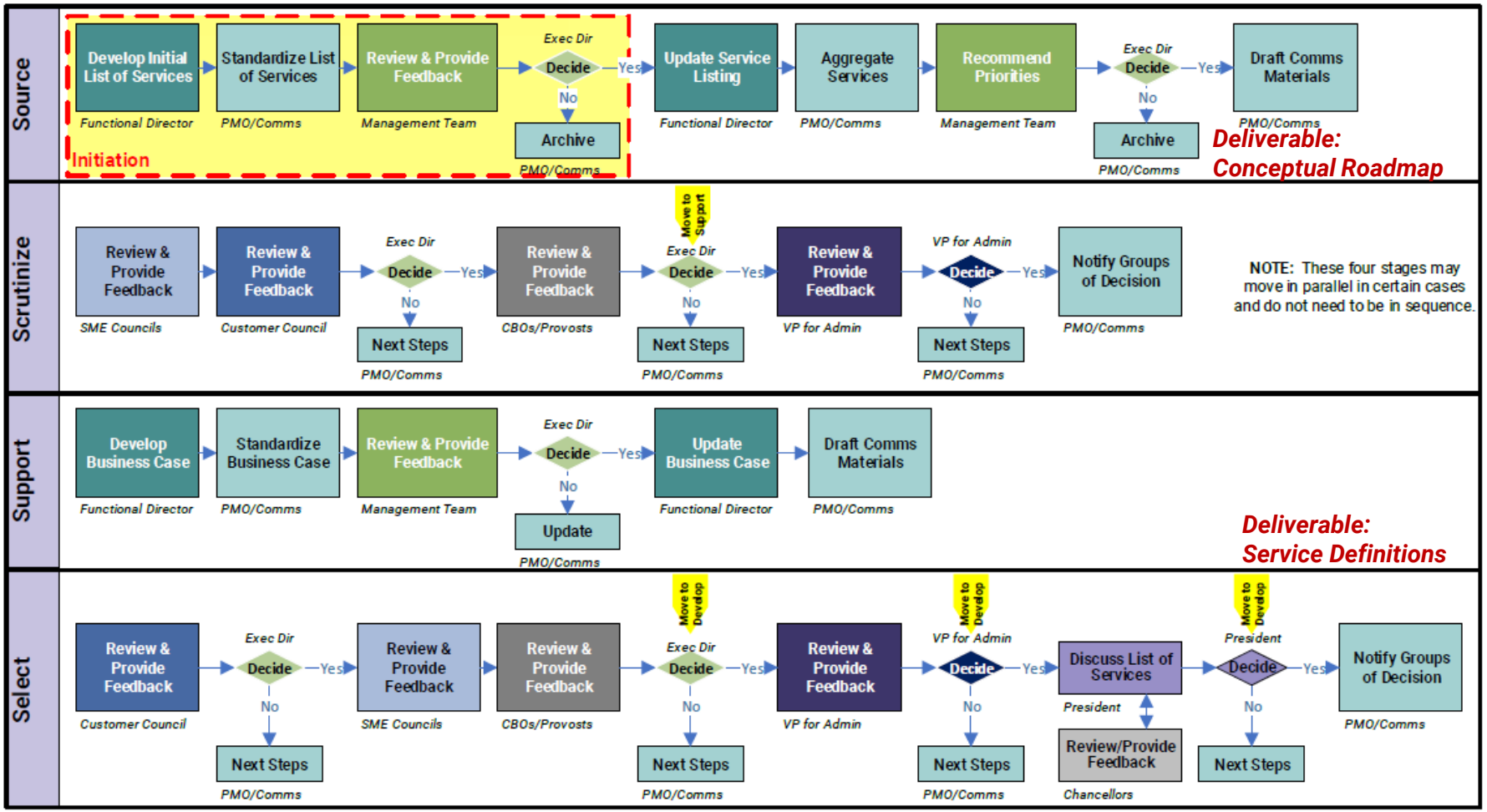
Service Lifecycle

Decide Phase
Process Flow – Full



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Service Lifecycle
Phase 2: Develop

Decide | **Develop** | **Deploy**

Source | Scrutinize | Support | Select | Design | Build | Test | Assemble | Mobilize | Operate

Design

- Draft Project Charter
- Identify requirements
- Assess current state
- Design business processes
- Identify required tools & systems
- Forecast position & staffing needs
- Define key performance metrics
- Develop service standards
- Draft financial model
- Perform risk assessment
- Draft Project Plan
- Create schedule for Build Stage

Decision: Move to Build?

Build

- Develop forms, procedures, and training documents
- Define practices, policies, and guidelines
- Update and configure technology
- Conduct Unit Testing
- Finalize staffing model
- Develop financial model
- Finalize service expectations
- Update Project Plan
- Create schedule for Test Stage and the Assemble Stage within Deploy

Decision: Move to Test?

Test

- Conduct Integration Testing of the end-to-end service
- Conduct User Acceptance Testing involving campus stakeholders
- Socialize service standards documents
- Share financial models with campus stakeholders
- Update Project Plan
- Create schedule for Mobilize Stage within Deploy

Decision: Move to Deploy?

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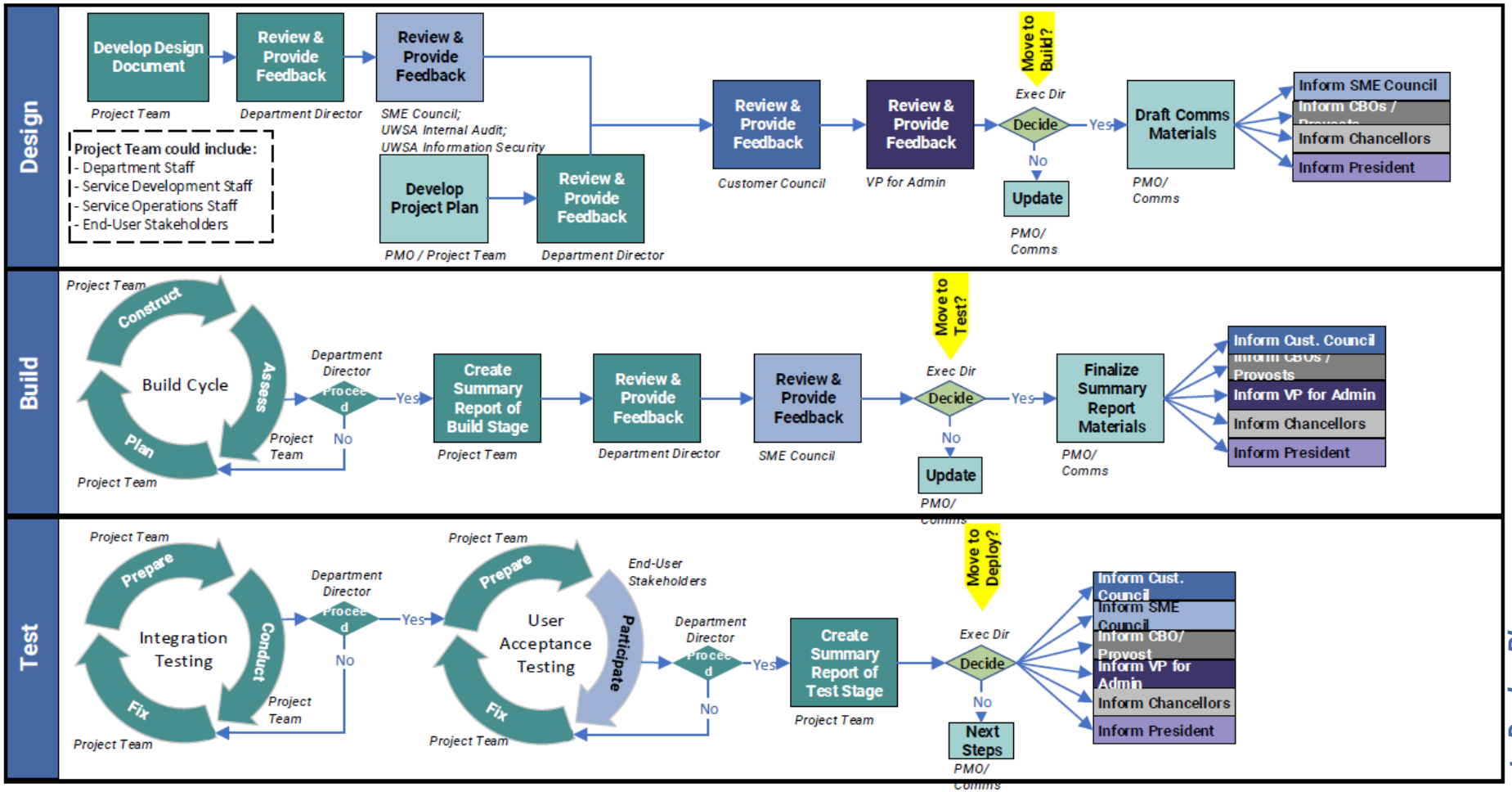
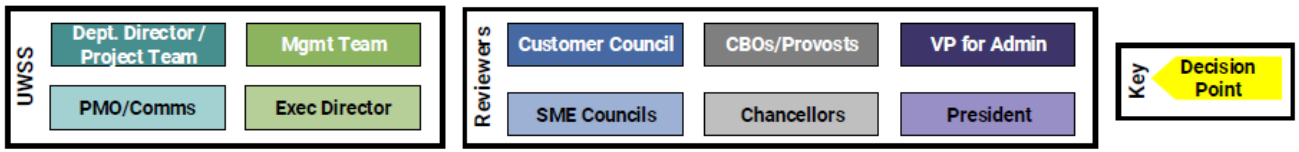
Develop Phase
Process Flow





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Service Lifecycle
Phase 3: Deploy

Decide | **Develop** | **Deploy**

Source | Scrutinize | Support | Select | Design | Build | Test | Assemble | Mobilize | Operate

Assemble

- Hire / Assign UWSS Staff
- Prepare technology assets for Go-Live
- Assess logistical readiness for all stakeholders
- Procure outstanding goods

Decision: Move to Mobilize?

Mobilize

- Communicate Go-Live to stakeholders
- Host trainings for UWSS Staff
- Host training sessions for institution stakeholders
- Share documentation with relevant stakeholders
- Affirm readiness for Go-Live and Launch

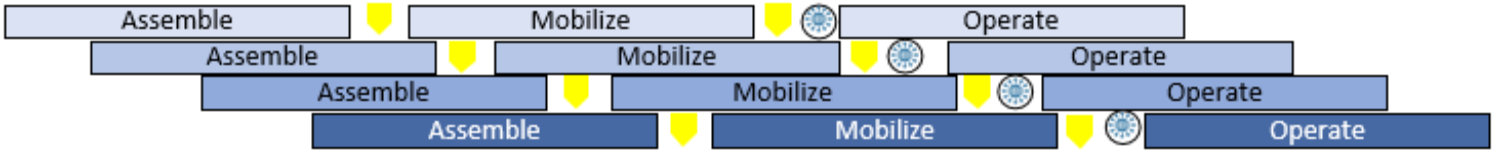
Decision: Ready for Go-Live?

Go-Live and launch

Operate

- Track system performance and end-user feedback
- Troubleshoot issues
- Conduct on-going training with UWSS Staff & institution stakeholders
- Update documentation & systems as required
- Operate day-to-day

Note: The Deploy Phase can be completed as one large group or consist of multiple smaller waves with independent decision points and Go-Lives as depicted below:



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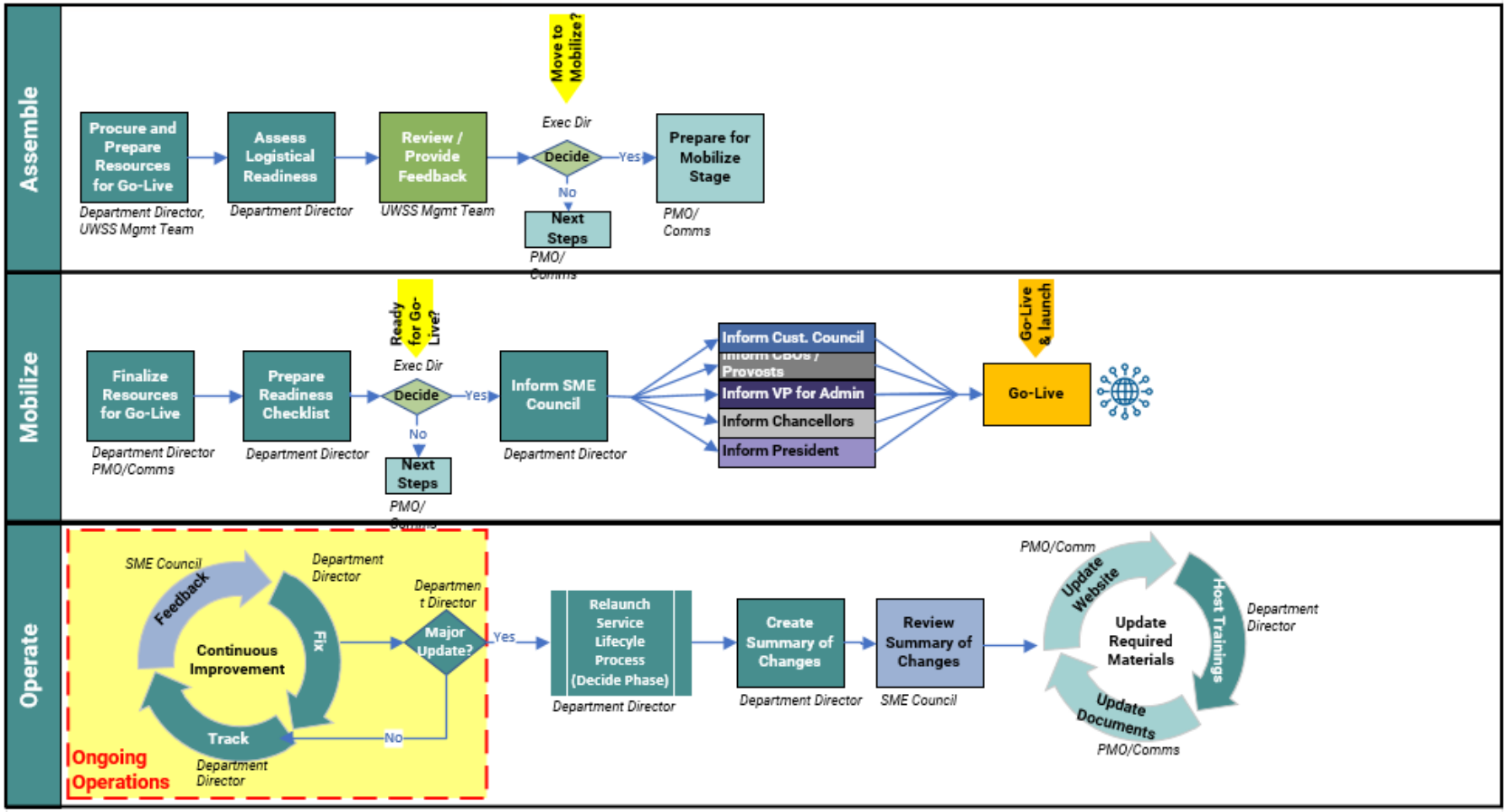
Service Lifecycle

Deploy Phase
Process Flow – Full



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Service Soft-Launch

- Some Roadmap Services:
  - Already exist in some form, *and*
  - Have been previously requested by specific institutions, *and*
  - Have been provided by Col-Ext on a tactical basis

- Sunset of Col-Ext requires a decision:
  A. Terminate; develop & deploy later
  B. Prioritize; fully develop & deploy, no soft-launch
  C. Prioritize; review and edit for soft-launch, full develop & deploy to follow

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Service Soft-Launch

- Conditions for Soft-Launch
  - Service is on the Roadmap
  - Service is UW-Shared Services brand-worthy
  - Soft-launch carries manageable risk
  - Continued dependency by existing customers
  - Value in testing through a soft-launch

- Soft-Launch qualifiers
  - Not a substitute for Develop & Deploy phases
  - Scaling may not be available
  - Not all UW-Shared Services support structures will be in place

Soft-Launch Candidates
April, 2019

Function	Service	UWSS Initial Customers	Roadmap Service?	Service Definition?	Launch Date
Information Technology	Student Information Systems	3 Institutions	Yes	Yes	Est 4/15/19
Human Resources	Investigations	3 Institutions	Yes	Yes	4/8/19
Business Services	Procurement Training	All Institutions	Yes	Yes	Est 4/29/19
Human Resources	Payroll Error Reporting	3 Institutions	Yes	No	4/8/19
Human Resources	Time & Leave Reporting	3 Institutions	Yes	No	4/8/19

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What is UW-Shared Services Working On?

- Complete the Soft-Launch
- Planning for service launches in FY20
- Forming a UW-Shared Services PMO
  - Combining PMO's from HRS Service Center and Central IT
  - Internal use only, not a service available outside UWSS
- Finalize the organizational model and org charts
  - Workflow in a matrix model
- Finish creation of the organization in UW-Service Center, SFS, etc
- Identifying organizational policy needs (adopt or create new)
- Design of the Customer Success model

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What is UW-Shared Services Working On?

- Finalize Develop & Deploy Stages
  - Developing service checklists
  - Identify documentation requirements
    - Future State Requirements
    - Design Document
    - Project Plan
    - Roles and Responsibilities Matrices
    - Business Process Maps
    - Staffing Model
    - Financial Model
    - Service Standards Documentation
    - Training Plan
    - Summary Report of Test Stage
    - Assemble Stage Checklist
    - Mobilize Stage Checklist
    - Go-live Readiness Checklist
  - Develop supporting processes

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