

# Overview of the New York State Business Services Center



*2013 State Purchasing Forum*

# Contents

- **What is the Business Services Center?**

- How is the transition to the BSC being managed?
- What progress has the BSC made to date?
- How is the BSC governed?

# Introducing the OGS Business Services Center

## What is the BSC?

- The Business Services Center will become New York's central office for processing HR and Finance transactions.
- Once the transition is complete, the BSC will process HR and Finance transactions on behalf of all Executive New York State agencies. Agencies become 'customers' of the BSC.

## Why is it being created?

- In the 2012-2013 Executive Budget, Governor Cuomo called for the establishment of a Business Services Center as a key part of his plan to re-imagine government.
- The BSC's purpose is to streamline transactional HR and Finance services that are largely common across agencies, increasing the efficiency and effectiveness of government's operations.



# What are the BSC's aspirations? What do we hope to achieve?

## What the BSC will achieve

- 1 Allow our State to process HR and Finance transactions simply and more efficiently

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- 2 Meet our customers' needs and expectations

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- 3 Make our work as HR and Finance professionals easier

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- 4 Create an atmosphere where employees feel empowered to bring new ideas to the table – and act on them

## ...How we will achieve it

- **Creating standard processes** that allow each employee to **serve multiple agencies** – not only their sending agency – consistently

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- **Understanding our customers' expectations** and codifying them in Service Level Agreements (SLAs)
- **Tracking how well we're meeting customer needs** as an organization (e.g., via a new ticketing system) and responding accordingly

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- Designing **meaningful training programs** on functional and service-line-specific skills
- Investing in **technology** to speed processing

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- **Creating a norm** where raising questions/ideas is encouraged and expected
- Establishing forums in which goals and targets are discussed openly and **staff bring creative ideas to the table** on how to reach them



# The structure of the BSC includes four units

**OGS Commissioner & Executive Deputy's Office**

- Provides executive leadership

**BSC Director & Deputy's Office**

- Provides operational and executive leadership

**HR**

- Manages HR operations

**Finance**

- Manages Finance operations

**Customer Care & Performance Metrics Team**

- Provides customer service between customer agencies and the BSC
- Tracks BSC performance metrics

**Transition Office**

- Manages agency & staff transition into the BSC



# We currently provide a number of Finance and HR services, with the potential for additional services in the coming years

Current focus on Finance

	Current functions	Future-state functions, to be added within 2-3 years	Out-of-scope functions
Finance	<ul style="list-style-type: none"> <li>▪ <b>Accounts receivable<sup>1</sup></b></li> <li>▪ <b>Accounts payable</b></li> <li>▪ <b>Travel and expense</b></li> <li>▪ <b>Purchase orders</b></li> <li>▪ <b>Technical services</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ General accounting</li> <li>▪ Grants facilitation, payout and receipt</li> <li>▪ Standard management reporting</li> <li>▪ Centralized asset management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategic finance functions for which agency expertise is critical, e.g.:                             <ul style="list-style-type: none"> <li>– Agency budgeting</li> <li>– Contracting</li> <li>– General ledger</li> </ul> </li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>▪ <b>Payroll administration</b></li> <li>▪ <b>Time and attendance</b></li> <li>▪ <b>Benefits administration</b></li> <li>▪ <b>Personnel administration<sup>2</sup></b></li> <li>▪ General employee inquiries </li> </ul>	<ul style="list-style-type: none"> <li>▪ Performance evaluation support</li> <li>▪ Recruiting support</li> <li>▪ HR controlling and performance management </li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategic HR functions for which agency expertise is critical, e.g.:                             <ul style="list-style-type: none"> <li>– Workforce planning</li> <li>– Labor relations</li> <li>– Leadership development </li> </ul> </li> </ul>

1 AR services will exclude agencies with specific revenue operations (e.g. tax collection).

2 Record keeping (PHF) and onboarding

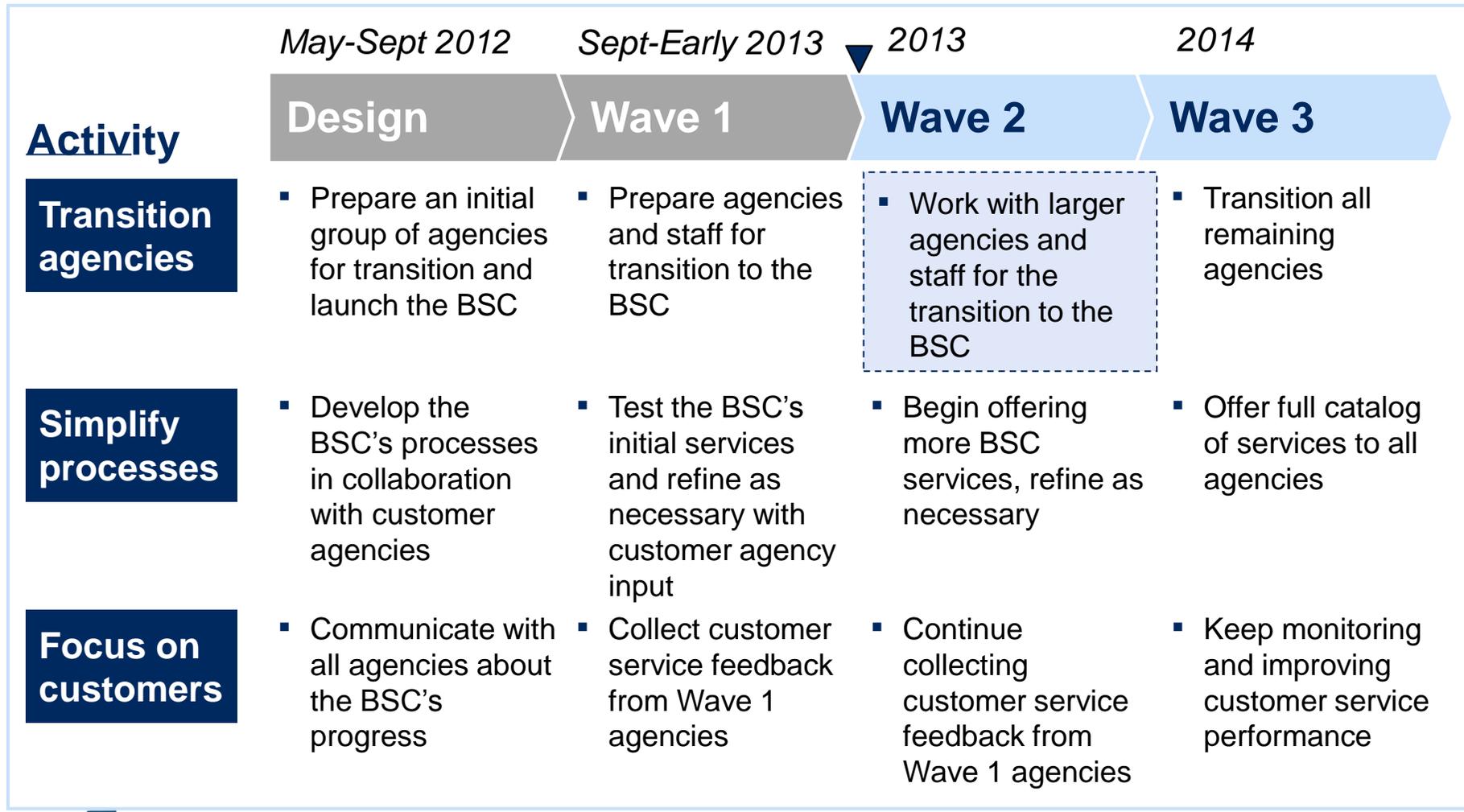


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# The BSC will progress in three waves through the end of 2014 and is doing so in a collaborative, feedback-driven way

▼ Where we are now  
 [Dashed Box] Focus of today



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# The BSC has made substantial progress over the last 6 months

## Service delivery

- **Onboarded 39 agencies to date**, with another 15 in next 6 months
  - Processed over 30,000 transactions in the past 6 months, with run-rate volumes expected to rise by 3 - 4 times current levels in the next 6 months

## Performance culture

- **Moving to a performance-driven culture where we measure data and use analysis to make decisions**; goal is to lead the state and be a model for the nation
  - **Customer satisfaction**: 94% of customers surveyed state that they are satisfied or very satisfied with BSC services
  - **Productivity**: Team huddles in travel helped increase productivity by 48% and identify root causes of problems (e.g., 30% rejection rate)
  - **Management focus**: Biweekly leadership performance reviews lead to both transparency into performance and quick adjustment based on insights

## Capabilities

- **Building internal capabilities to continue to drive improvements**
  - **Dedicated customer management team** to meet with leaders of customer agencies, track satisfaction, and ensure we understand and fulfill customer needs
  - **Dedicated performance management team** to track and analyze performance
  - **Functional training** on end-to-end processes, **behavioral training** on managerial and customer service skills, **leadership training** on leading large organizations
  - **Documenting standardized operating procedures** for each role

# Performance metrics provide valuable information about our operations: Travel team example

## Transaction Status

Finance - Processed Transactions (Data from SFS, Goal: 97%)				
		Jan	Feb	Trend
Travel	Total Volume	1,326	1,717	29%
	Avg Processing Days	2.9	2.1	↑ -26%
	% within 5 Days	89.0%	93.8%	↑ 5%

The most important metric shows how well we are meeting our **Service-Level Agreement (SLA)** with our customers

## Closed Tickets Status By Service Line

Finance Inquiries (From Ticketing System, Goal: 97%)				
		Jan	Feb	Trend
Travel	Avg Days to Resolution	0.2	0.2	🟡 0%
	% within 2 Days	97.7%	97.4%	🟡 0%

For each service line, we measure the **number of customer calls, abandonment rate, tickets, and time to resolve the issue**. This helps us identify where we need more coverage

TE Created VS Processed Trend



We also look at how our **productivity compares to the volume of work coming in** so we can be prepared



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# Customer agencies play a critical role in governing the BSC

Governing Body	Membership	Role
<b>Customer Advisory Council</b>	<ul style="list-style-type: none"> <li>Representatives of customer agencies</li> <li>Chair and leadership group selected</li> </ul>	<ul style="list-style-type: none"> <li>Provides input into major decisions</li> <li>Negotiates standard service-level agreements</li> <li>Provides feedback on how well the BSC is operating</li> </ul>
<b>Executive Council</b>	<ul style="list-style-type: none"> <li>OGS Commissioner</li> <li>Key state executives (e.g., governor's office, DOB)</li> <li>Will include leadership of the Customer Advisory Council</li> </ul>	<ul style="list-style-type: none"> <li>Reviews BSC performance and sets goals</li> <li>Sets strategic direction and makes major funding decisions (e.g., whether to invest in a new technology platform)</li> <li>Ensures customer service is consistently well-executed</li> <li>Not involved in day-to-day operations or all management decisions</li> </ul>
<b>Steering Committee</b>	<ul style="list-style-type: none"> <li>Temporary committee during 2-3 year transition, acting as key advisors</li> <li>Includes customers</li> </ul>	<ul style="list-style-type: none"> <li>Advises on BSC design and transition</li> </ul>

## Current Steering Committee Members

- Commissioner Destito (OGS Executive)
- Joe Rabito (OGS Executive)
- Karen Tyler (OGS BSC)
- Commissioner Boone/Trisha Hite (DCS)
- Susan Knapp (DOB)
- Roger Bailie (DOL)
- Dan Martuscello (DOCCS)
- Mark Pattison (OPWDD)
- Mary Hines (GOER)
- Jamie Woodward (DTF)
- Franklin Hecht (OGS Finance)
- Mary Zarembo (OGS BSC)
- Gail Hammond / Dan Cunningham (OGS HR)



*Questions?*