2014

Chazey
Partners

PROPOSAL FOR EFFICIENCY AND TRANSFORMATION REVIEW FOR SHARED SERVICES AND CENTRALIZATION

BOARD OF REGENTS, STATE OF IOWA

Submitted by:
Chazey Partners United States
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Submitted to:
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1 BASIC DATA ON BIDDER

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Name and title of individual authorized to bind the Bidder and submit the proposal:

Robert Towle, Managing Director, North America (East)

Name e-mail address and telephone number of person the Board may contact during the proposal evaluation process:

Name: Robert Towle
Email: roberttowle@chazeypartners.com
Cell: 862- 812-7851

Form of business:

- Chazey Partners United States is the company's legal name and is incorporated in the State of California, USA.
- Chazey Partners United States is not owned or controlled by a parent corporation. It is a private held company and is an advisory consulting firm.
- Chazey Partners United States is not a small business, a community microenterprise, or a targeted small business in the state of Iowa, or an individual with disability, and is not a minority or any of the items cited under the Iowa code 2011, section 15.102

2 EXECUTIVE SUMMARY

Chazey Partners is delighted to offer this proposal to implement a transition of support services, business practices, and use of technology to enhance opportunities to consolidate, centralize or otherwise deploy a new and cost-effective model for the delivery of your services at the Iowa universities. We are pleased to partner with the Board of Regents, State of Iowa to analyze the delivery of service and help ensure that Iowa universities are able to continue to offer quality education at an affordable cost to your students and their families. Based on the Board's requirements, we have proposed specific Design activities for Finance (FN-01), Human Resources (HR-01) and Information Technology (IT-01) as outlined by the Deloitte Business Cases report dated October 2, 2014. This proposal covers all three deliverable areas outlined in the RFP dated November 21, 2014 and the significant deliverables of:

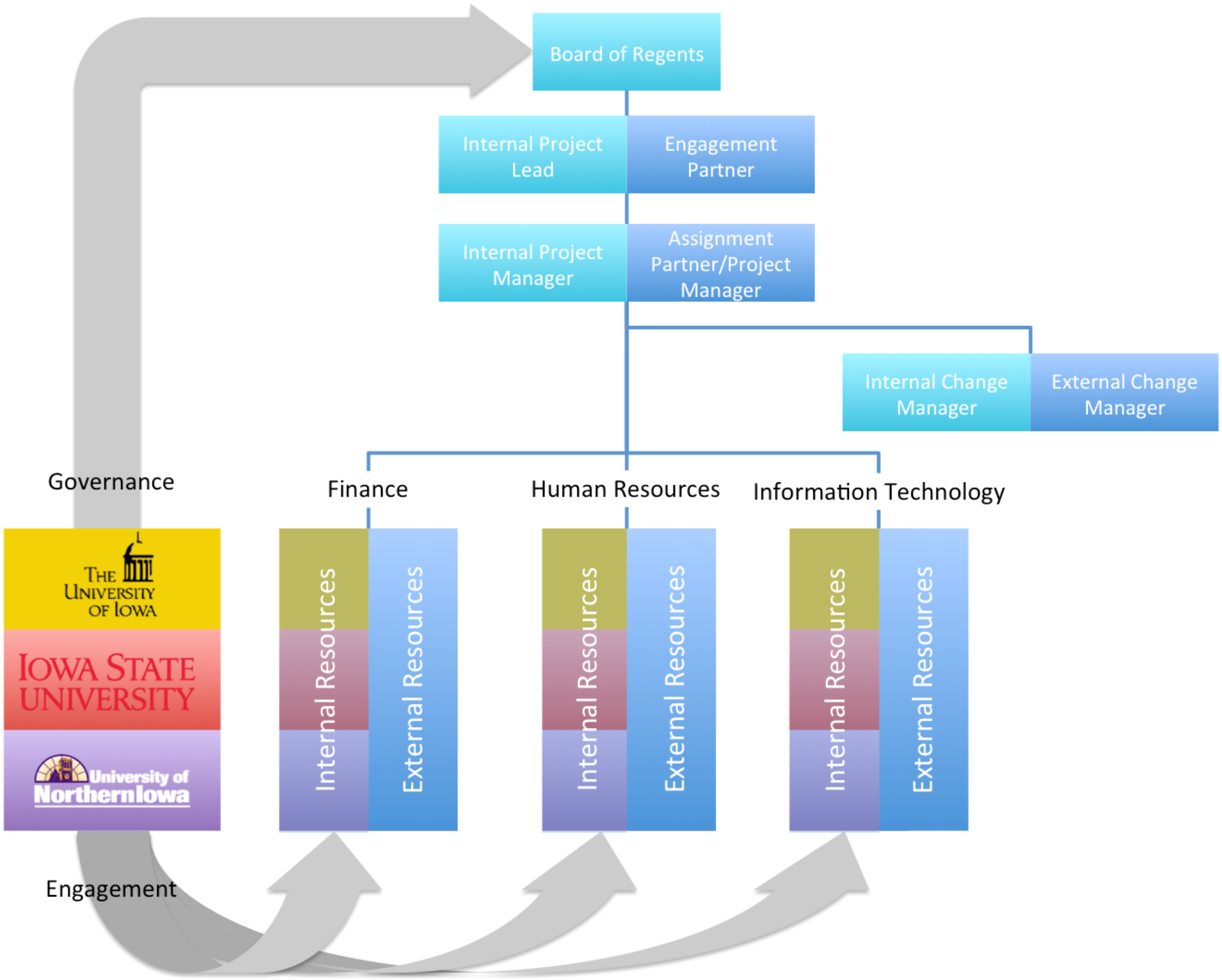
- Assist in implementing Finance shared services. A detailed design would be required to establish staffing levels, and in-scope processes for each institution.
- Assist in implementing efforts to increase the strategic services Human Resources provides through the use of technology to automate processes, clarifying roles, redesigning governance structure, and establishing a comprehensive HR strategy that aligns short and long-term HR initiatives and metrics to university strategic objectives.
- Assist in implementing transformation of the Distributed IT landscape to strengthen collaboration between the distributed and central IT teams, streamline the delivery of commodity technology services, and plan for future technology innovations

Our approach to the Project is to organize the activities, effort and pricing for the deliverables in three workstreams for the discrete areas of FN-01, HR-01 and IT-01. Within each workstream, we have planned separate teams for each of the three universities that are in-scope for the project: State University of Iowa (SUI), Iowa State University of Science and Technology (ISU), and University of Northern Iowa (UNI). The backbone of the university-based project teams would consist of internal subject matter experts, business process owners and client representatives working in partnership with the external consultant teams for each workstream. The internal team members bring their location-specific and Iowa-wide experience to the table to ensure that the future state is relevant and appropriate for each university. The external project team members bring a robust methodology, leading practices, capacity, and an independent, global viewpoint to each team. We plan to leverage a common external project team within each workstream across the three universities. This will enhance communication, enable collaboration where synergies exist, and also make university-specific issues transparent for the Board of Regents and project governance. In addition to producing a higher quality, more relevant solution, this partnership approach will achieve it at lower cost and within a shorter timeframe. The Chazey Partners approach to the Project is illustrated in Figure 1 on the next page.

In order to achieve the end of Design by the requested completion date of May 1, 2015, we have planned for certain Design activities to run concurrently with each other, utilizing shared project and communications management. The final solution will integrate these activities and deliverables into a report to provide the Board with a strong foundation from which to build and implement the recommendations within the business case for each of the universities.

Chazey Partners will complete the Project for a fixed fee cost of $551k based on the effort and per diem rates presented in Section 9 on page 35 of this proposal. Section 9 also provides the detail by Chazey team member and workstream, reflecting a 12-week project. Expenses will not exceed 20% of fees ($110k) and would be charged on a cost recovery basis in accordance with Board policies.

Figure 1: Chazey Partners Approach to the Project



We are prepared to commence detailed project planning in early February 2015, with the Design phase final report being delivered by April 24, 2015 and a potential presentation date of April 30th for the final go/no-go decision. Our proposed timelines to complete the Project are subject to the availability of Iowa personnel and the timely sharing of data, information and subject matter expertise in support of the Project timelines. However, if there is the need for additional support beyond what has been included in this proposal or if there is need for additional time due to an extension of the timeline, then Chazey Partners would be happy to support such additional effort, which would be subject to negotiation and approval, and invoiced based on the per diems in this proposal. All dates included in this response are subject to scheduling and the availability of relevant Iowa staff and senior executives, although we are anticipating in our response that Chazey will be providing many of the resource time and effort, especially in the early stages.

3 COMPANY BACKGROUND

Chazey Partners was founded in early 2006 by Phil Searle and has grown significantly in the more than eight years since then; now with offices in the United States, Canada, Mexico, Brazil, United Kingdom, Ireland, Cyprus, Singapore with our newest office in Hong Kong. Chazey Partners brings together a unique wealth of expertise in implementing and operating world-class business support and Shared Services Organizations (SSOs) around the globe.

We operate a variable resourcing model, making use of a mix of employees, and both long-term and short-term contractors. This ensures that we stay very flexible and can bring highly experienced resources to our client engagements at very competitive rates, thereby providing excellent value to our clients. We have more than 120 resources located across the globe, with experience spanning multiple industries and jurisdictions.

We pride ourselves in having built, operated and turned around some of the world's most highly commended and ground breaking solutions, in both the private and public sectors, including "correcting" previously underperforming operations.

We provide advice, guidance, support and implementation expertise, covering strategy setting, business case production, program management, business continuity planning, outsourcing assessment, process optimization, technology enablement, training and change management. Our functional breadth of experience includes the "big four" of finance, human resources, information technology and procurement, plus other support services such as facilities, real estate, legal, communications, to name a few.

Chazey Partners have been working with higher education clients for six years, government clients for six years and almost nine years with commercial clients performing similar Shared Services Transformation business.

Chazey Partners has an extensive, proven track record of success in delivering practical and value adding solutions to both public and private sector clients. Our expertise in the public sector spans government, higher education, healthcare and non-governmental organizations.

Our public sector clients include the University of California San Francisco, University of California Davis, University of California Office of the President, National University Ireland Galway (Ireland), Interior Health (Canada), Northern Health (Canada), Department of Health and Human Services (United States), Office of Personnel Management (United States), the International Baccalaureate (United States, Europe and Asia-Pacific), Lawrence Berkeley National Laboratory (United States) and the Government of New Brunswick (Canada).

Our private sector clients include Agrium Inc., Coca-Cola Enterprises, Coca Cola Hellenic, Bridgestone Americas, Gilead, AXA Insurance, Travelport, McGraw-Hill, May Gurney and CA Technologies. A sampling of our clients is illustrated in Figure 2 below.

Figure 2: Example Clients of Chazey Partners

Because we are passionate business people and Shared Service practitioners, we care about your success and deliver solutions relevant to your organization.

We support companies with the planning and implementation of mission critical back-office services, helping to increase operating efficiencies, improve the quality of service and control, streamline processes and drive cost reductions. Our range of services includes providing advice, guidance, support and implementation expertise, covering strategy setting, business case production and testing, program management, change management, outsourcing assessment, process optimization, technology enablement, and training. We firmly believe that our track record of success and our operational, real life experience allow us to offer Board of Regents, State of Iowa a compelling proposition with the promise of very significant benefits.

Chazey Partners' unique offering to the Board is summarized in Figure 3.

Figure 3: Our Unique Offering

Our people are practitioners and subject matter experts who have gained significant operational experience transforming "back office" operations, and designing, setting up and running global business support operations, including extensively for world-wide human resources and finance operations, involving the establishment and operations of Centers of Excellence, Centers of Expertise, and Shared Services Organizations of various types as appropriate to client circumstances, including working with our clients' third party business process outsource providers if and as required. The strength of our capability is based on practical experience and we are proud of this solid historical foundation.

Chazey Partners prides itself on its tailored and client-centered methodology to our engagements and we are committed to adding significant value to our clients through a partnership approach. Our philosophy is to partner with our clients to ensure the optimum suitability of the solution and to transfer our knowledge to the internal team members, improving engagement and ensuring internal ownership of the Project. With our proven track record of success, we are proud to bring our global expertise to the Board with very competitive rates and guaranteed pricing through all phases of the Project.

Chazey Partners' bank references are provided below for your evaluation of our financial capability to satisfactorily complete the requirements of this RFP.

Beneficiary: Chazey Partners United States
Bank Name: First Republic Bank
Bank Address: 275 Los Gatos Saratoga Road, Los Gatos, CA 95030

4 QUALIFICATIONS AND EXPERIENCE

Chazey Partners is a professional management consulting firm specializing in business transformation including shared service implementations, process optimization, change management, outsourcing, business continuity and technology enablement. Our core domain expertise is within the areas of human resources, acquisitions, information technology and financial management. Our people are practitioners and subject matter experts who have gained significant operational experience designing, setting up and running shared services organizations of various types, prior to moving into consulting. The strength of our capability is based on practical experience and we are proud of that solid historical foundation.

4.1 STAFFING APPROACH

Based on Chazey's experience of building, operating, "rebooting" sub-optimal operations and managing high performing service delivery operations globally, our approach will use a methodology that reflects our experience and research. We will use this methodology to structure our review and deliver on each of the key deliverables listed in the request for proposal. A brief description of each of our proposed resources is listed below. The background of the Chazey team demonstrates our ability to provide the required services. We advocate and practice a team approach that partners our external consulting resources to the internal staff members from each university. A key component of this approach involves matching each proposed Chazey team member with an appropriate "buddy" with similar seniority and experience. Our standard approach fits very well with the Board of Regents, State of Iowa's (Board's) desire to maintain control and decision making authority over the project. We are able to flex and adapt to the Board's resourcing and specific requirements of each university, although if internal capacity is limited, we would be happy to discuss alternative arrangements, such as bringing additional external resources to the project.

4.2 KEY PERSONNEL

Each member of our project team has over a decade of experience in shared services, both as practitioners and consultants and each is willing to sign the non-disclosure agreement. Our project manager has long-term experience consulting in the state of Iowa and our team has been actively engaged with university systems on a variety of projects. We will actively engage and involve the staff from the Board to form a cohesive team. We have proven that this blended approach works well for immediate results, as well as building up internal expertise for operating and developing shared services in the future. The proposed Chazey project team will report to the Board's Executive Lead.

4.2.1 Engagement Partner – Phil Searle

Responsible for oversight, direction and engagement with other Chazey resources and internal resources

Phil has over 20 years of experience in finance, shared services and technology implementations. He has served as Assignment Partner working with enabling technologies in the public sector, Lead Partner in a complete business case transformation project for IT infrastructure and performed ERP evaluations and evaluation of migrating 20+ data centers to a shared services model. Phil was granted O1 visa status by the US government in 2008, which resulted in him gaining accelerated Green Card status in 2009 through the "Extraordinary Ability" classification. This classification is for "ability…demonstrated by sustained national or international acclaim" and was based on Phil's unique experience in Shared Services and Outsourcing. Phil also was issued a C10 visa by the Canadian federal government in 2010; this visa is only granted where there is "significant benefit to Canada" [R205(a) CEC C10]. Phil Searle was the overall Engagement Partner on the GNB project and had responsibility for driving the project and managing the project budget to a successful outcome.

4.2.2 Assignment Partner/Senior Project Manager – Robert Towle

Assumes responsibility for managing the project and the deliverables

Robert has over 20 years of experience in finance, shared services and technology implementations. He has managed multiple shared services transformation projects and has held multiple roles managing shared services operations in the U.S., U.K. and in multiple locations in India. Recently, he served as Project Manager for the DHHS (Federal) assignment and for an outsourcing project for the International Baccalaureate. Additionally, Robert has been involved with Chazey Projects for public sector clients, such as at University of California – San Francisco.

4.2.3 Change Manager – Ann Gormley

Responsible for developing change management plans and strategies

Ann has 20+ years' experience in organizational development and transformation focusing on the key functions of finance, HR and IT. As an external consultant, she has partnered with clients who are implementing large-scale technology projects including SAP, Workday and SharePoint and international shared services projects. Her expertise is in change management; communications; and leadership, management and employee development. Results have included improved productivity, increased employee engagement, more capable employees and smoother transitions/change. Recent Chazey public sector clients include University of California San Francisco.

4.2.4 Business Process Integration Analyst (Finance) – Sherrill Austin

Responsible for information gathering, data analysis and reporting findings

Sherrill has over 20 years as a strategic-thinking business partner with global expertise in financial planning, analysis, cost control, finance operations, and procurement for public and private sectors. She is a change agent driving profitability in start-up, consolidation, and outsourcing processes in various industries.

4.2.5 Business Process Integration Analyst (Finance) – Dan Murtha

Responsible for information gathering, data analysis and report findings

Dan has leveraged over 15 years of experience in accounting, finance and systems to manage the development and execution of various implementation and process improvement projects across several different industries and functions. At Fried Frank, a leading Wall Street law firm, Dan not only managed the firm's global accounting/finance enterprise systems, but spearheaded a number of money-saving projects in a short period of time and led business continuity planning efforts.

4.2.6 Business Process Integration Analyst (Finance) – Mee-Ling Eng

Responsible for information gathering, data analysis and reporting findings

Mee-Ling has over 25 years of experience in financial services in International Correspondent Banking, Cash Management, Trade and Compliance, Credit Risk Management, Operational and Financial Audit, Risk Assessment and Continuity of Business implementation. She has good interpersonal and communication skills in gaining insight of business operations to document process flows, assess and define the internal controls to mitigate risk while streamlining the transformation activities. She is an independent performer, a team leader and has strong management skills.

4.2.7 Business Process Integration Analyst (HR) - Janet Garland

Responsible for information gathering, data analysis and reporting findings

Janet has 13 years in business leadership and management in the education and health care sectors (public sector). She has been responsible for setting up and closing down legal entities, managing IT system implementations, supporting shared services implementation and leading operational teams. She supported the stabilization and optimization of the BC Rural Collaborative shared ERP project, working with Interior Health and Northern Health on performance monitoring, financial analysis and business process review. She was the lead BPI resource on the University of California San Francisco and Davis projects.

4.2.8 Business Process Integration Analyst (HR) – Sean Misfeldt

Responsible for information gathering, data analysis and report findings

Sean has over 20 years of experience in project leadership, management and finance. He has worked in a diverse group of industries including retail sales, wholesale product distribution, forestry product manufacturing and electric and gas utilities. Sean has managed the design and implementation of wide ranging projects including major company-wide system changes in areas such as budgeting, operations and sales. His recent Chazey public sector clients include University of California San Francisco.

4.2.9 Business Process Integration Analyst (HR) – Shaheen Chinwala

Responsible for information gathering, data analysis and report findings

Shaheen has over 15 years of experience in Human Resources. She is a high energy, creative, driven, and client-oriented Human Resources professional, excellent at developing relationships between management and employees. She is highly skilled in creating and implementing company procedures and policies including the employee handbook. She is adept in delivering effective seminars and training. Shaheen is efficient at resolving client concerns in a timely manner. She is able to work independently as well as in a team environment.

4.2.10 Business Process Integration Analyst (IT) – Christian Wedlock

Responsible for technical advice and engagement

Christian has over 10 years of experience supporting a wide variety of IT systems in a broad range of industries including Data, Marketing, Telecoms, Finance, Charities and Government, non-profits and the public sector. He has managed deployment of large-scale server and desktop solutions, assisted companies with IT strategy and improvement of internal systems, processes and networking. He is both Microsoft and Apple certified and has worked in all project phases from initial feasibility studies to Design, Build, Deployment and Stabilization of Shared Services operations for both private and public clients. He is adept at IT business support, training, development and management as well as advising on IT governance. He has been involved in a variety of large scale IT projects within Europe, North America and internationally.

4.2.11 Business Process Integration Analyst (IT) – Ryan Kineshanko

Responsible for technical advice and engagement

Ryan has 15 years of experience in governmental leadership, management, and large-scale change management & project management roles. His leadership positions include Senior Advisor, Quality and Process Improvement, Corporate Training and Development Coordinator, Health Authority Project Lead, Justice Services Manager, and

Family Practice Division Program Manager. He has partnered with hundreds of clients as a trusted advisor in various sectors in the areas of Agile project management & change management, performance improvement, coaching, corporate training, and management & leadership development. Ryan's Agile project management background includes optimizing electronic medical records, and improving clinical & practice efficiencies across an entire health authority region. Ryan led the Healthcare IT Mentoring Initiative merging & consolidating seven organizational program functions spanning a provincial health care system; this project received a Health Human Resources Award for Innovation and publication in a leading talent management magazine. Ryan is a certified project/change management professional and improvement specialist.

Detailed resumes are included for the project team in Appendix A.

4.3 INFORMATION CONCERNING TERMINATIONS, LITIGATION AND DEBARMENT

During the last five (5) years, Chazey Partners United States has not had a contract for services terminated for any reason.

During the last five (5) years, no order, judgment or decree of any Federal or State authority has been issued barring, suspending, or otherwise limiting the right of the Chazey Partners United States to engage in any business, practice, or activity.

During the last five (5) years, there has been no pending or threatened litigation, administrative or regulatory proceedings, or similar matters that could affect the ability of the Chazey Partners United States to perform the required services. None of the owners, officers, or primary partners have ever been convicted of a felony.

During the last five (5) years, no irregularities been discovered in any of the accounts maintained by the Chazey Partners United States on behalf of others.

5 STATEMENT OF SCOPE

The Board of Regents, State of Iowa requires a strategic analysis of the Delivery of Services opportunities at the public universities. This review is also expected to help in the continued development of the strategic plans that are necessary to carry out the mission of each institution and the Board.

The Board is dedicated to delivering a quality education at an affordable cost to students and their families. It desires to implement a transition of support services, business practices, and use of technology to enhance opportunities to consolidate, centralize or otherwise deploy a new and cost-effective model for the delivery of services.

The areas in scope include Finance, Human Resources and Technology (identified in the Deloitte report as FN-01, HR-01 and IT-01) business cases. The Board is looking for Chazey Partners to:

- Assist in implementing Finance shared services. A detailed design would be required to establish staffing levels, and in-scope processes for each institution. The Board wishes to pursue the University-Wide Model for Shares Services for each university as described in the document linked to above on pages 26-29.
- Assist in implementing efforts to increase the strategic services Human Resources provides through the use of technology to automate processes, clarifying roles, redesigning governance structure, and establishing a comprehensive HR strategy that aligns short- and long-term HR initiatives and metrics to university strategic objectives.
- Assist in implementing transformation of the Distributed IT landscape to strengthen collaboration between the distributed and central IT teams, streamline the delivery of commodity technology services, and plan for future technology innovations

The Board requires the following requirements/deliverables:

- A communications plan detailing key messaging, internal change management message and engagement of campus constituencies.
- A detailed action plan that includes intermediate actions that can be implemented to move towards the overall objectives.
- An action plan that includes metrics to enable the measurement of improvement for each item proposed.
- A recommendation of a methodology for defining, tracking and reporting on actual net savings.
- An established timeframe for regular activity reports relevant to the agreed upon scope of work.
- Chazey will present their findings and progress on implementation to the Board. Following the presentation, the Chazey will prepare a final report.

Chazey Partners is confident that our experience with the University of California – San Francisco, University of California – Davis, University of California Office of the President, and the Government of New Brunswick, as well as other public and private sector clients, has resulted in a tested and proven methodology to support the Board in this project.

6 METHODOLOGY

Chazey's approach is to develop a partnership between our consultants and the internal project staff to form an integrated and highly cooperative project team. Matching our experience and methodology with internal resources' understanding of the Board's environment, allows us to achieve a better result, with improved engagement, and at a lower cost. We will demonstrate our ability to apply best practices, tools and project management and quality control techniques to ensure that this initiative is successful. Based on our experience with similar projects we envision cost efficiencies in the order of 15-30% for an in-house shared service operation, depending on the extent of process re-engineering and technology enablement. There are many options for monetizing such productivity savings, such as through workforce adjustments, natural attrition, growth and redeployment.

Client-Centered Approach: Chazey prides itself on its tailored and client-centered approach and is committed to adding significant value to our clients through a partnership approach. Our philosophy is to partner with our clients to ensure the optimum suitability of the solution and to transfer our knowledge to the internal team members, improving engagement and ensuring that internal ownership of the project. This will contribute to a high degree of consensus among the team members. This dovetails well with the Board's desire to maintain engagement and decision-making authority throughout the project.

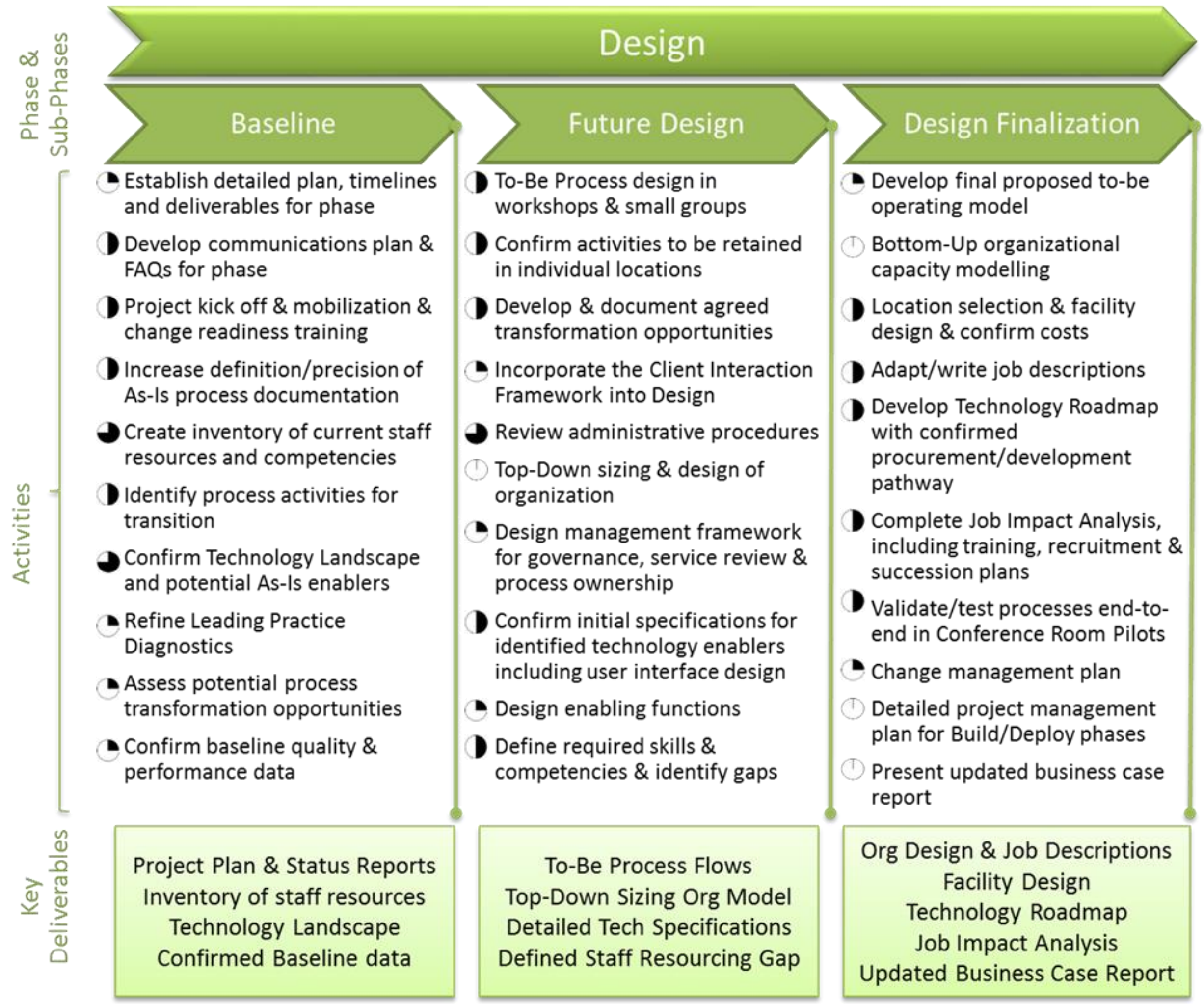
Following we will outline the individual methodology for FN-01 (Section 6.1), HR-01 (Section 6.2) and IT-01 (Section 6.3) that although customized to this project, has been proven effective in other projects with university systems and public entities.

6.1 FN-01 DESIGN

During the Design phase for Finance-01, we will generate the detailed plans, documents and frameworks, which Iowa Finance will need to effectively move forward into the next phases, covering detailed in-scope process design, supporting technology enablement, implementation of a new Client Interaction Framework (CIF) and plans for employee transition, training and communication. Figure 4 provides the activities, split of work effort and deliverables for the Design phase. In order to show what we believe our responsibilities are based on our understanding of your requirements, we will provide a description of each sub phase of work that will be performed based on our proposed methodology. Moreover, it is important to highlight the work effort expectation from the Board's perspective. The assumed work effort split between the Board internally and our external resources will be indicated by the pie chart symbols as follows for each activity:

100% Iowa, 75% Iowa/25% Chazey, 50% Iowa/50% Chazey, 25% Iowa/75% Chazey, 100% Chazey

Figure 4: FN-01 Design Activities, Effort Split & Deliverables



These activities will be coordinated between the universities, with the external project team members assigned to the finance workstream spending time onsite at each university, working with the subject matter experts, business process owners and client representatives from SUI, ISU and UNI. This will allow coordination of certain activities where there are identified synergies, while making transparent any differences in approach or pacing.

The Design phase allows for a deeper analysis of the end-state. Thus it allows the team to refine cost benefit expectations for the Project and to validate financial business case numbers and assumptions. During this phase, the team will build the templates/plans/frameworks to support implementation. Up until this point, it is our expectation that most of the work will have been "on paper", with minimal, if any, FTE movements, no new property or other lease agreements will have been signed, nor will any technology solutions have been actually configured or implemented.

We will re-validate the organization designs developed in the Deloitte Business Case ("Business Case") to ensure their appropriateness with the proposed Iowa Finance to-be Operating Model. We have proprietary tools, templates and methodologies around how best to design and size world-class, end-to-end Finance support organizations.

Develop Detailed Organizational Design and Resource Allocation Analysis

As highlighted above, at Chazey Partners, we have effectively used for many years a specific mix of a Top-Down and Bottom-Up approach to the sizing and design of Finance Shared Service Centers. Again, at this point, it is important to note that we will follow this "standard" approach but will be adapting to your specific needs.

Chazey will perform the Bottom-Up Organizational Capacity Modeling by understanding activities, processes and sub-processes that are in scope, the required outputs from the activities and processes, and, critically, both the anticipated to-be activity and process design that is signed off at the end of the Conference Room Pilots. By the end of design, there will need to be a more detailed understanding of the Finance activities supporting the universities. Bottom-Up organizational sizing begins towards the end of the Design phase and really begins in earnest after Design has been completed. It mainly takes place during the Build and Deploy phases, but for purposes of completeness, it takes as its key inputs the following activities and outcomes related to this Project:

- Original Top-Down organization sizing
- Final signed off to-be processes coming out of the end of the Design phase and as confirmed through successful completion of the Conference Room Pilots
- Resource Allocation Analysis – including process and role ownerships swim lanes coming out of completion of to-be design
- Estimate of productivity impact from agreed enablers that will be implemented during the Deploy phase
- Requirements confirmed in Service Partnership Agreements (SPAs)
- Agreed KPIs and SPAs which will help determine required outputs
- Drafting, agreement and finalization of detailed role profiles and job descriptions
- Cost of final headcount/FTEs versus available and targeted budget for the end state organization

In summary, the deliverables for development of the organizational design elements of the Finance organization will include all of the following:

- Organization structure
- Organization sizing
- Competency requirements
- Job descriptions
- Job Impact Analysis

Timelines

Our proposal is to have our team to be ready for the kick off during the week of February 1, 2015. We expect the final Design phase deliverables to be complete by April 24, 2015, enabling the final presentation in the week of April 27th. There are three sub phases of each Design phase for each functional area (FN-01, HR-01, IT-01). The sub phases include Baseline, Future State and Design Finalization.

Detailed Methodology

6.1.1 Baseline

The Baseline sub-phase establishes the Design phase on a strong foundation, leveraging strong project management and change management activities, increasing the precision of the current state documentation and updating certain Business Case tools for subsequent refinements in scope/direction as provided by the Board.

Chazey Tasks

a. **Establish detailed plan, timelines and deliverables for phase.** Chazey will define the tasks, deliverables, timelines, workdays, estimating assumptions and staffing approach for the Design Phase, delivering a Gantt chart for the key activities in this phase of work, and planning/scheduling onsite visits. Chazey will deliver a weekly Status Report throughout the project in a format approved by the executive sponsor.
b. **Develop communications plan & FAQs for phase.** Chazey will develop a communications plan for this phase of work that will include reviewing any communications that have already been delivered, discussing requirements with Iowa for positioning communications to key stakeholders, and development of a frequently asked questions document.
c. **Project kick off & mobilization & change readiness training.** Chazey will facilitate a kick off meeting. The venue/format for this kick off will be confirmed with Iowa Finance, but will ensure that the teams are aligned on the key activities and deliverables for this phase of work.
d. **Increase definition/precision of As-Is process documentation.** Chazey will facilitate process documentation sessions where high-level process maps are developed in swim lane format, ensuring that the activities, hand-offs and ownership of current state processes are well understood.
e. **Create inventory of current staff resources and competencies.** Chazey will work with Iowa Finance to identify the skills and competencies of the existing staff providing finance support to each University. This is the foundational piece of work that when compared to the requirements of the future state, will drive the Job Impact Analysis outlining staff impacts, training and recruitment needs.
f. **Identify process activities for transition by location.** Chazey will identify which parts of the end-to-end Finance process will be supported by campus. A key part of this analysis will be to validate growth projections and the future Finance requirements.
g. **Confirm Technology Landscape and potential As-Is enablers.** Chazey will work with members of the internal project team and representatives of Iowa information technology department to validate the technology landscape, including the identification of any existing technology enablers that are available, but not yet (fully) leveraged for Finance operations.
h. **Refine Leading Practice Diagnostics.** Chazey will work to re-visit the To-Be Leading Practices Diagnostics produced in the Business Case phase, refining and validating any assumptions.
i. **Assess potential process opportunities.** Chazey will identify, confirm and prioritize the key process opportunities with the internal project team and key stakeholders.
j. **Confirm baseline quality & performance data.** The baseline quality & performance data will be updated and confirmed to ensure the current state performance is well understood and agreed by key stakeholders. Where this data does not yet exist, this activity will include collection/measurement of baseline performance metrics.

Deliverables

1. Project Plan & Status Reports
2. Inventory of staff resources
3. Technology Landscape
4. Confirmed Baseline data

6.1.2 Future Design

This sub-phase of work incorporates activities that will define the future state design for Iowa Finance.

Chazey Tasks

a. **To-Be Process design in workshops & small groups.** Chazey will facilitate workshops and small group work to design the To-Be processes. A key output of this activity is To-Be process flows in swim lane format that are signed off by business process owners.

b. **Confirm activities to be retained in different locations.** Chazey will work with Iowa Finance to recommend which Finance activities supporting the campuses that should be retained in different locations. This activity will confirm end-to-end process ownership, responsibilities by role and location, while documenting both the client and provider accountabilities.

c. **Develop & document agreed implementation opportunities.** Chazey will work to further develop and document the agreed process, technology, people and client implementation activities, ensuring that they are reflected in the future state design.

d. **Incorporate the Client Interaction Framework into Design.** Chazey will validate the assessment of the nine elements of CIF with clients and providers, develop specific recommendations based on Iowa Finance needs, and incorporate these elements, as deemed relevant and appropriate, into the future state design.

e. **Review administrative procedures.** Chazey will work with Iowa Finance to list administrative procedures (related to activities such as Iowa financial budgeting and performance management), including high-level inputs, outputs and timeframes. We are not producing detailed process maps of administrative procedures nor are we optimizing these procedures. This list of administrative procedures is used to assess related workload, which is an input into the organization design.

f. **Top-Down sizing & design of individual university organizations.** Chazey will follow a top-down approach to the future size and design of the university organizations based on a number of factors including process improvement (estimated efficiencies related to planned process improvement), people (ensuring Finance staff have the right competencies for the job), CIF (introduction of the CIF framework), technology (leveraging expected technology enablers), and activities (forecast growth and scope of activities).

g. **Design management framework for governance, service review & process ownership.** Chazey will provide recommendations and design the service review process, which identifies the original scope of responsibilities for the Finance support, and the process by which changes to this scope are assessed and approved. This will include recommendations for overall governance and process ownership.

h. **Confirm initial specifications for identified technology enablers including user interface design.** Chazey will support the development of the initial specifications for the identified technology enablers, with this process led and owned by Iowa subject matter experts. The objective of this activity is to confirm any specific technical requirements of the technology enablement, in a format and level of detail that the information technology architect and team requires in order to confirm the procurement/development pathway, including user interface design requirements.

i. **Design enabling functions.** Chazey will make recommendations and provide the high-level design for functions that enable the Iowa Finance hub such as a project management office, continuous development team, and dedicated capacity for change management/communications. This will include scope of duties, FTE requirements, and organizational design considerations.

j. **Define required skills & competencies & identify gaps.** Chazey will develop detailed competency descriptions and analyze the various roles within the end state organization, as well as competency descriptions of roles not transitioned to the new end state (sometimes referred to as the "legacy organization"), but which might still impacted by the initiative. This analysis will be compared to the inventory of current staff resources and competencies that was prepared in the prior sub-phase, and any gaps will be identified.

Deliverables

1. To-Be Process Flows
2. Top-Down Sizing Org Model
3. Detailed Tech Specifications
4. Defined Staff Resourcing Gap

6.1.3 Design Finalization

The final sub-phase of Design will produce all of the organizational design, job descriptions, and other templates required to move forward the Build/Deploy phases. Up to this point, all of the activities have been on paper and no permanent staff has been hired, new agreements have not been signed, and Iowa can choose to exit the project with minimal operational disruption. An updated business case report will be prepared to support the final go/no-go decision.

Chazey Tasks

a. **Develop final proposed to-be operating model for universities.** Chazey will develop the final model for how Finance support will be provided to the universities including the client contact mechanisms, framework service partnership agreements, and allocation of processes between locations.
b. **Bottom-Up organizational capacity modeling.** Chazey will perform bottom-up organizational capacity modeling by understanding activities, processes and sub-processes that are in-scope, the required outputs from the activities and processes, and, critically, both the anticipated to-be activity and signed off process. Again, it is not anticipated that in this instance this will be very complex, but the activity/deliverable is still very important in designing the new organization.
c. **Location selection & facility design & confirm costs.** Chazey will work with Iowa Finance to select the actual final physical location(s) for each university's finance functions, design the workspace, and to confirm all associated costs. We will support the building location selection based on a set of criteria agreed upon by internal stakeholders. We will also support the design of the new facility as if and as requested by the internal facilities teams.
d. **Adapt/write job descriptions.** Chazey will provide standard, generic job descriptions, including skill requirements, for each role in the new end state organization. We will work with each university's finance team to adapt these to the requirements of the university organizations, encouraging standardization across the three universities where practical and advisable. We will rely on internal HR to conduct the classification activity that will rate and confirm the cost for each position.
e. **Develop Technology Roadmap with confirmed procurement/development pathway.** Chazey will support the development of the Technology Roadmap, which is led and owned by internal IT subject matter experts. Leveraging the initial specifications for identified technology enablers, the team will identify the timelines, resourcing requirements, the build/adapt/buy recommendation, and any necessary workarounds to allow for development/procurement timeframes.
f. **Complete Job Impact Analysis, including training, recruitment & succession plans.** Chazey will complete the Job Impact Analysis that will outline how the end state organizational staffing requirements will be achieved

through a combination of appointments, internal competitions, external recruitments, and workforce adjustments, supported by a training plan. This activity will rely on the skills and competencies gap analysis prepared in the prior sub-phase. We will be in a supporting role here with the internal team of course taking the lead.

g. **Validate/test processes end-to-end in Conference Room Pilots.** Chazey will facilitate Conference Room Pilots towards the end of the Design phase, once the results of the process design activities are known. The objective is to validate and test the processes end-to-end to Level 3-4 without having any additional technology solutions that may have been recommended and agreed in place. The assumption during this level of testing is that the technology will perform as intended. Most of the testing activities will occur during the Build phase, including technology testing and user acceptance testing. The output of the Conference Room Pilots is the sign-off by the internal team and subject matter experts on the redesigned processes under the assumption that the technology works as intended/designed.
h. **Change management plan.** Chazey will deliver the change management plan that will focus on Design and provide additional detail covering the Build/Deploy/Stabilize phases. Components will include a stakeholder engagement strategy and a change readiness assessment that will consider both providers and clients. The change management plan will also consider how to support change related to policies and procedures for in-scope service lines.
i. **Detailed project management plan for Build/Deploy phases.** Chazey will provide a detailed project plan for the Build and Deploy phases, outlining the deployment approach, detailed tasks, deliverables, timelines, workdays, estimating assumptions and staffing approach.
j. **Present updated business case report.** Chazey will prepare a report and presentation that updates the recommendations and assumptions within the Business Case report based on the activities completed in this phase of work. This updated report and presentation will provide the information required to support Iowa Finance's go/no-go decision on whether to proceed to Build and subsequent phases.

Deliverables

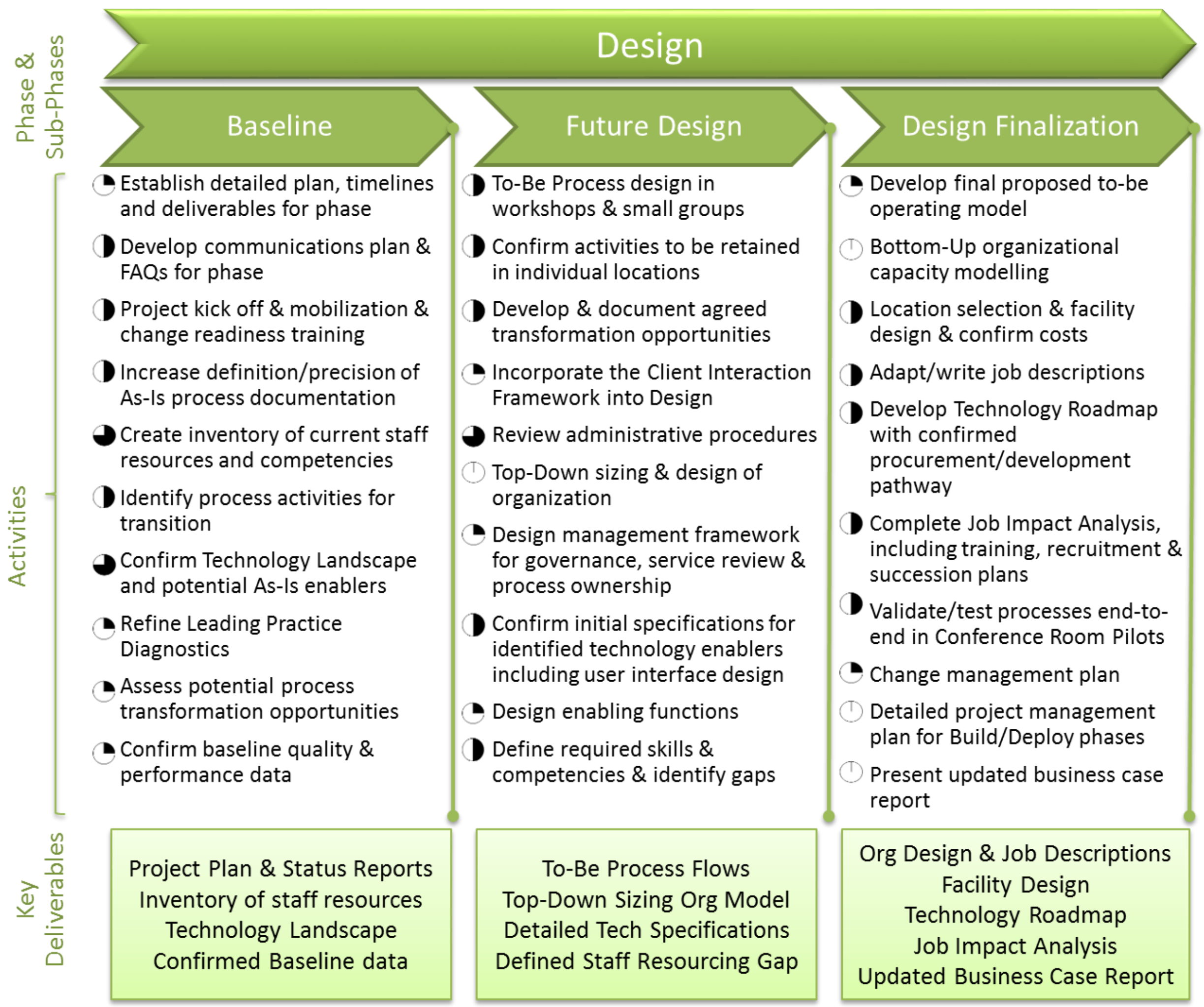
1. Org Design & Job Descriptions
2. Facility Design
3. Technology Roadmap
4. Job Impact Analysis
5. Updated Business Case Report

6.2 HR-01 DESIGN

During the Design phase for Human Resources-01, we will generate the detailed plans, documents and frameworks, which Iowa HR will need to effectively move forward into the next phases, covering detailed in-scope process design, supporting technology enablement, implementation of a new Client Interaction Framework (CIF) and plans for employee transition, training and communication. Figure 5 provides the activities, split of work effort and deliverables for the Design phase. In order to show what we believe our responsibilities are based on our understanding of your requirements, we will provide a description of each sub phase of work that will be performed based on our proposed methodology. There will be discrete work performed at each University to achieve design the operating model changes as proposed. Moreover, it is important to highlight the work effort expectation from the Board's perspective. The assumed work effort split between the Board internally and our external resources will be indicated by the pie chart symbols as follows for each activity:

100% Iowa, 75% Iowa/25% Chazey, 50% Iowa/50% Chazey, 25% Iowa/75% Chazey, 100% Chazey

Figure 5: HR-01 Design Activities, Effort Split & Deliverables



These activities will be coordinated between the universities, with the external project team members assigned to the HR workstream spending time onsite at each university, working with the subject matter experts, business process owners and client representatives from SUI, ISU and UNI. This will allow coordination of certain activities where there are identified synergies, while making transparent any differences in approach or pacing.

The Design phase allows for a deeper analysis of the end-state. Thus it allows the team to refine cost benefit expectations for the Project and to validate financial business case numbers and assumptions. During this phase, the team will build the templates/plans/frameworks to support implementation. Up until this point, it is our expectation that most of the work will have been "on paper", with minimal, if any, FTE movements, no new property or other lease agreements will have been signed, nor will any technology solutions have been actually configured or implemented.

We will re-validate the organization designs developed in the Deloitte Business Case to ensure their appropriateness with the proposed Iowa HR to-be Operating Model. We have proprietary tools, templates and methodologies around how best to design and size world-class, end-to-end HR support organizations.

Develop Detailed Organizational Design and Resource Allocation Analysis

As highlighted above, at Chazey Partners, we have effectively used for many years a specific mix of a Top-Down and Bottom-Up approach to the sizing and design of HR SSCs. Again, at this point, it is important to note that we will follow this "standard" approach but will be adapting to your specific needs.

Chazey will perform the Bottom-Up Organizational Capacity Modeling by understanding activities, processes and sub-processes that are in scope, the required outputs from the activities and processes, and, critically, both the anticipated to-be activity and process design that is signed off at the end of the Conference Room Pilots. By the end of design, there will need to be a more detailed understanding of the HR activities supporting the universities. Bottom-Up organizational sizing begins towards the end of the Design phase and really begins in earnest after Design has been completed. It mainly takes place during the Build and Deploy phases, but for purposes of completeness, it takes as its key inputs the following activities and outcomes related to this Project:

- Original Top-Down organization sizing
- Final signed off to-be processes coming out of the end of the Design phase and as confirmed through successful completion of the Conference Room Pilots
- Resource Allocation Analysis – process and role ownerships swim lanes coming out of completion
- Estimate of productivity impact from agreed enablers that will be implemented during the Deploy phase
- Requirements confirmed in Service Partnership Agreements
- Agreed KPIs and SPAs which will help determine required outputs
- Drafting, agreement and finalization of detailed role profiles and job descriptions
- Cost of final headcount/FTEs versus available and targeted budget for the end state organization

In summary, the deliverables for development of the organizational design elements of the individual university HR organizations will include all of the following:

- Organization structure
- Organization sizing
- Competency requirements
- Job descriptions
- Job Impact Analysis

Timelines

Our proposal is to have our team to be ready for the kick off during the week of February 1, 2015. We expect the final Design phase deliverables to be complete by April 24, 2015, enabling the final presentation in the week of April 27th.

Detailed Methodology

6.2.1 Baseline

The Baseline sub-phase establishes the Design phase for HR-01 on a strong foundation, leveraging strong project management and change management activities, increasing the precision of the current state documentation and updating certain Business Case tools for subsequent refinements in scope/direction as provided by the Board.

Chazey Tasks

a. **Establish detailed plan, timelines and deliverables for phase.** Chazey will define the tasks, deliverables, timelines, workdays, estimating assumptions and staffing approach for the Design Phase, delivering a Gantt chart for the key activities in this phase of work, and planning/scheduling onsite visits. Chazey will deliver a weekly Status Report throughout the project in a format approved by the executive sponsor.
b. **Develop communications plan & FAQs for phase.** Chazey will develop a communications plan for this phase of work that will include reviewing any communications that have already been delivered, discussing requirements with the internal team for positioning communications to key stakeholders, and development of a frequently asked questions document.
c. **Project kick off & mobilization & change readiness training.** Chazey will facilitate a kick off meeting. The venue/format for this kick off will be confirmed with internal HR, but will ensure that the teams are aligned on the key activities and deliverables for this phase of work.
d. **Increase definition/precision of As-Is process documentation.** Chazey will facilitate process documentation sessions where high-level process maps are developed in swim lane format, ensuring that the activities, hand-offs and ownership of current state processes are well understood.
e. **Create inventory of current staff resources and competencies.** Chazey will work with HR to identify the skills and competencies of the existing staff providing HR support to each University. This is the foundational piece of work that when compared to the requirements of the future state, will drive the Job Impact Analysis outlining staff impacts, training and recruitment needs.
f. **Identify process activities for transition by location.** Chazey will identify which parts of the end-to-end HR process will be supported by campus. A key part of this analysis will be to validate growth projections and the future HR requirements.
g. **Confirm Technology Landscape and potential As-Is enablers.** Chazey will work with members of the internal project team and representatives of Iowa information technology department to validate the technology landscape, including the identification of any existing technology enablers that are available, but not yet (fully) leveraged for HR operations.
h. **Refine Leading Practice Diagnostics.** Chazey will work to re-visit the To-Be Leading Practices Diagnostics produced in the Business Case phase, refining and validating any assumptions.
i. **Assess potential process opportunities.** Chazey will identify, confirm and prioritize the key process opportunities with the internal project team and key stakeholders.
j. **Confirm baseline quality & performance data.** The baseline quality & performance data will be updated and confirmed to ensure the current state performance is well understood and agreed by key stakeholders. Where this data does not yet exist, this activity will include collection/measurement of baseline performance metrics.

Deliverables

1. Project Plan & Status Reports
2. Inventory of staff resources
3. Technology Landscape
4. Confirmed Baseline data

6.2.2 Future Design

This sub-phase of work incorporates activities that will define the future state design for Iowa HR.

Chazey Tasks

a. **To-Be Process design in workshops & small groups.** Chazey will facilitate workshops and small group work to design the To-Be processes. A key output of this activity is To-Be process flows in swim lane format that are signed off by business process owners.
b. **Confirm activities to be retained in different locations.** Chazey will work with HR to recommend which HR activities supporting the campuses that should be retained in different locations. This activity will confirm end-to-end process ownership, responsibilities by role and location, while documenting both the client and provider accountabilities.
c. **Develop & document agreed implementation opportunities.** Chazey will work to further develop and document the agreed process, technology, people and client implementation activities, ensuring that they are reflected in the future state design.
d. **Incorporate the Client Interaction Framework into Design.** Chazey will validate the assessment of the nine elements of CIF with clients and providers, develop specific recommendations based on HR needs, and incorporate these elements, as deemed relevant and appropriate, into the future state design.
e. **Review administrative procedures.** Chazey will work with HR, Finance and Corporate of each university to list administrative procedures (related to activities such as internal financial budgeting and performance management), including high-level inputs, outputs and timeframes. We are not producing detailed process maps of administrative procedures nor are we optimizing these procedures. This list of administrative procedures is used to assess related workload, which is an input into the organization design.
f. **Top-Down sizing & design of individual university organizations.** Chazey will follow a top-down approach to the future size and design of the university organizations based on a number of factors including process improvement (estimated efficiencies related to planned process improvement), people (ensuring HR staff have the right competencies for the job), CIF (introduction of the CIF framework), technology (leveraging expected technology enablers), and activities (forecast growth and scope of activities).
g. **Design management framework for governance, service review & process ownership.** Chazey will provide recommendations and design the service review process, which identifies the original scope of responsibilities for the HR support, and the process by which changes to this scope are assessed and approved. This will include recommendations for overall governance and process ownership.
h. **Confirm initial specifications for identified technology enablers including user interface design.** Chazey will support the development of the initial specifications for the identified technology enablers, with this process led and owned by Iowa subject matter experts. The objective of this activity is to confirm any specific technical requirements of the technology enablement, in a format and level of detail that the information technology architect and team requires in order to confirm the procurement/development pathway, including user interface design requirements.
i. **Design enabling functions.** Chazey will make recommendations and provide the high-level design for functions that enable HR service provision such as a project management office, continuous development team, and

dedicated capacity for change management/communications. This will include scope of duties, FTE requirements, and organizational design considerations.

j. **Define required skills & competencies & identify gaps.** Chazey will develop detailed competency descriptions and analyze the various roles within the end state organization, as well as competency descriptions of roles not transitioned to the new end state (sometimes referred to as the "legacy organization"), but which might still impacted by the initiative. This analysis will be compared to the inventory of current staff resources and competencies that was prepared in the prior sub-phase, and any gaps will be identified.

Deliverables

1. To-Be Process Flows
2. Top-Down Sizing Org Model
3. Detailed Tech Specifications
4. Defined Staff Resourcing Gap

6.2.3 Design Finalization

The final sub-phase of Design will produce all of the organizational design, job descriptions, and other templates required to move forward the Build/Deploy phases. Up to this point, all of the activities have been on paper and no permanent staff has been hired, new agreements have not been signed, and Iowa can choose to exit the project with minimal operational disruption. An updated business case report will be prepared to support the final go/no-go decision.

Chazey Tasks

a. **Develop final proposed to-be operating model for universities.** Chazey will develop the final model for how HR support will be provided to the universities including the client contact mechanisms, framework service partnership agreements, and allocation of processes between locations.

b. **Bottom-Up organizational capacity modeling.** Chazey will perform bottom-up organizational capacity modeling by understanding activities, processes and sub-processes that are in-scope, the required outputs from the activities and processes, and, critically, both the anticipated to-be activity and signed off process. Again, it is not anticipated that in this instance this will be very complex, but the activity/deliverable is still very important in designing the new organization.

c. **Location selection & facility design & confirm costs.** Chazey will work with HR to select the actual final physical location(s) for the HR functions at each university, as relevant, design the workspace, and to confirm all associated costs. We will support the building location selection based on a set of criteria agreed upon by internal stakeholders. We will also support the design of the new facility as if and as requested by the internal Facilities team.

d. **Adapt/write job descriptions.** Chazey will provide standard, generic job descriptions, including skill requirements, for each role in the new end state organization. We will work with HR to adapt these to the requirements of the university organizations. We will rely on HR to conduct the classification activity that will rate and confirm the cost for each position.

e. **Develop Technology Roadmap with confirmed procurement/development pathway.** Chazey will support the development of the Technology Roadmap, which is led and owned by internal IT subject matter experts. Leveraging the initial specifications for identified technology enablers, the team will identify the timelines, resourcing requirements, the build/adapt/buy recommendation, and any necessary workarounds to allow for development/procurement timeframes.

f. **Complete Job Impact Analysis, including training, recruitment & succession plans.** Chazey will complete the Job Impact Analysis that will outline how the end state organizational staffing requirements will be achieved through a combination of appointments, internal competitions, external recruitments, and workforce adjustments, supported by a training plan. This activity will rely on the skills and competencies gap analysis prepared in the prior sub-phase. We will be in a supporting role here with the internal team of course taking the lead.

g. **Validate/test processes end-to-end in Conference Room Pilots.** Chazey will facilitate Conference Room Pilots towards the end of the Design phase, once the results of the process design activities are known. The objective is to validate and test the processes end-to-end to Level 3-4 without having any additional technology solutions that may have been recommended and agreed in place. The assumption during this level of testing is that the technology will perform as intended. Most of the testing activities will occur during the Build phase, including technology testing and user acceptance testing. The output of the Conference Room Pilots is the sign-off by the internal team and subject matter experts on the redesigned processes under the assumption that the technology works as intended/designed.

h. **Change management plan.** Chazey will deliver the change management plan that will focus on Design and provide additional detail covering the Build/Deploy/Stabilize phases. Components will include a stakeholder engagement strategy and a change readiness assessment that will consider both providers and clients. The change management plan will also consider how to support change related to policies and procedures for in-scope service lines.

i. **Detailed project management plan for Build/Deploy phases.** Chazey will provide a detailed project plan for the Build and Deploy phases, outlining the deployment approach, detailed tasks, deliverables, timelines, workdays, estimating assumptions and staffing approach.

j. **Present updated business case report.** Chazey will prepare a report and presentation that updates the recommendations and assumptions within the Business Case report based on the activities completed in this phase of work. This updated report and presentation will provide the information required to support Iowa HR's go/no-go decision on whether to proceed to Build and subsequent phases.

Deliverables

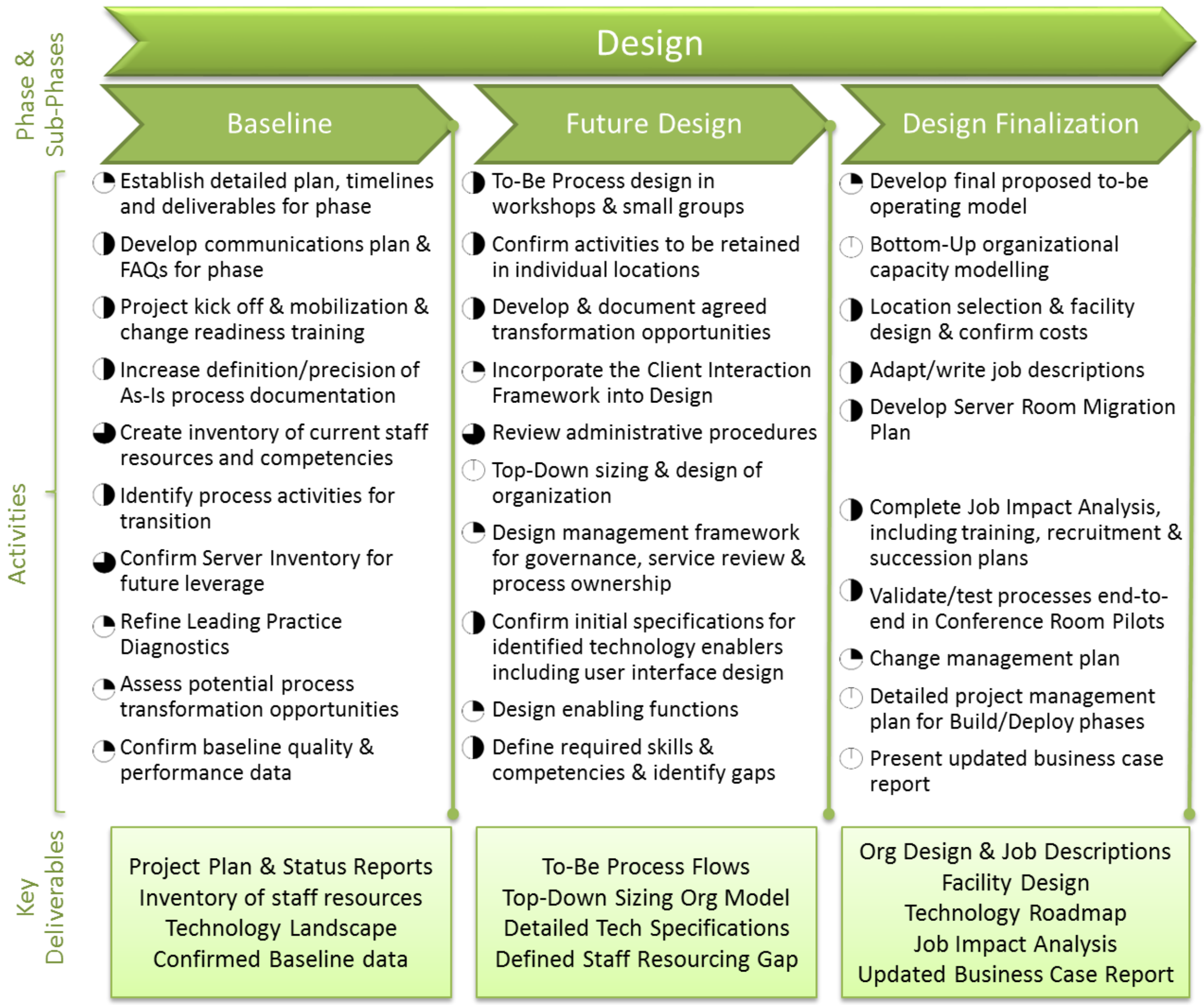
1. Org Design & Job Descriptions
2. Facility Design
3. Technology Roadmap
4. Job Impact Analysis
5. Updated Business Case Report

6.3 IT-01 DESIGN

During the Design phase of Information Technology-01, we will generate the detailed plans, documents and frameworks, which Iowa IT will need to effectively move forward into the next phases, covering detailed in-scope process design, supporting technology enablement, implementation of a new Client Interaction Framework (CIF) and plans for employee transition, training and communication. Figure 6 provides the activities, split of work effort and deliverables for the Design phase. In order to show what we believe our responsibilities are based on our understanding of your requirements, we will provide a description of each sub phase of work that will be performed based on our proposed methodology. Moreover, it is important to highlight the work effort expectation from the Board's perspective. The assumed work effort split between the Board internally and our external resources will be indicated by the pie chart symbols as follows for each activity:

100% Iowa, 75% Iowa/25% Chazey, 50% Iowa/50% Chazey, 25% Iowa/75% Chazey, 100% Chazey

Figure 6: TN-01 Design Activities, Effort Split & Deliverables



These activities will be coordinated between the universities, with the external project team members assigned to the IT workstream spending time onsite at each university, working with the subject matter experts, business process owners and client representatives from SUI, ISU and UNI. This will allow coordination of certain activities where there are identified synergies, while making transparent any differences in approach or pacing.

The Design phase allows for a deeper analysis of the end-state. Thus it allows the team to refine cost benefit expectations for the Project and to validate financial business case numbers and assumptions. During this phase, the team will build the templates/plans/frameworks to support implementation. Up until this point, it is our expectation that most of the work will have been "on paper", with minimal, if any, FTE movements, no new property or other lease agreements will have been signed, nor will any technology solutions have been actually configured or implemented.

We will re-validate the organization designs developed in the Business Case phase to ensure their appropriateness with the proposed IT To-Be Operating Model. We have proprietary tools, templates and methodologies around how best to design and size world-class, end-to-end IT support organizations.

Develop Detailed Resource Allocation Analysis for Distributed IT Model

As highlighted above, at Chazey Partners, we have effectively used for many years a specific mix of a Top-Down and Bottom-Up approach to the sizing and design of IT. Again, at this point, it is important to note that we will follow this "standard" approach but will be adapting to your specific needs.

Chazey will perform the Bottom-Up Organizational Capacity Modeling by understanding activities, processes and sub-processes that are in scope, the required outputs from the activities and processes, and, critically, both the anticipated to-be activity and process design that is signed off at the end of the Conference Room Pilots. By the end of design, there will need to be a more detailed understanding of the IT activities supporting the universities and an evaluation of the ability for central IT organizations to support commodity services. Bottom-Up organizational sizing begins towards the end of the Design phase and really begins in earnest after Design has been completed. It mainly takes place during the Build and Deploy phases, but for purposes of completeness, it takes as its key inputs the following activities and outcomes related to this Project:

- Original Top-Down organization sizing
- Final signed off to-be processes coming out of the end of the Design phase and as confirmed through successful completion of the Conference Room Pilots
- Process and role ownerships swim lanes coming out of completion of to-be design
- Estimate of productivity impact from agreed enablers that will be implemented during the Deploy phase
- Requirements confirmed in Service Partnership Agreements (SPAs)
- Agreed KPIs and SPAs which will help determine required outputs
- Drafting, agreement and finalization of detailed role profiles and job descriptions
- Cost of final headcount/FTEs versus available and targeted budget for the end state organization

In summary, the deliverables for development of the organizational design elements of the individual university IT organizations will include all of the following:

- Organization structure
- Organization sizing
- Competency requirements
- Job descriptions
- Job Impact Analysis

Develop Detailed Migration Plan for Server Room Transformation

Chazey will confirm the current server room inventory and leverage this to develop a detailed plan for the long-term migration to a central model. Additionally, initial work will be performed on the chargeback/cost allocation model to the universities.

Change Management & Communications

Chazey will deliver the change management plan that will focus on Design and provide additional detail covering the Build/Deploy/Stabilize phases for the IT transformation. Components will include a stakeholder engagement strategy and a change readiness assessment that will consider both providers and clients. The change management plan will also consider how to support change related to policies and procedures for in-scope service lines. This plan will provide detail for both the proposed staffing/organizational changes and for the Server Room transformation.

Timelines

Our proposal is to have our team to be ready for the kick off during the week of February 1, 2015. We expect the final Design phase deliverables to be complete by April 24, 2015, enabling the final presentation in the week of April 27th.

Deliverables

1. Detailed Resource Allocation Analysis
2. Levels of Support and Operating Model Structure for pooled IT teams
3. Server Room Inventory (Updated)
4. Server Room Migration Plan
5. Change Management Principles, Plans and Guidelines

7 REFERENCES

7.1 UNIVERSITY OF CALIFORNIA (UCSF) – HUMAN RESOURCES SHARED SERVICES

University of California San Francisco (UCSF) requested an independent assessment of its HRSS. With the Chancellor's Mandate, two years post-implementation, it was timely to assess the current state against best practices and to provide assistance with HRSS' strategic direction. UCSF required an assessment of the four critical success factors for a successful and enduring transformation, specifically process, technology, people and client. The latter was fully aligned with the HRSS' current objective of further developing a customer service culture, and accordingly UCSF benefitted from consideration of the nine elements of the Client Interaction Framework (CIF), which included identification of any gaps in comparison to leading practice and options for optimization. The Assessment also considered how best to provide HR support the Medical Centers whether though the existing Centers of Excellence (CoE), Shared Services or another operating model/organizational structure. The goal of the assessment was to provide all the information required to achieve executive buy-in and sign-off, and acted as an essential control mechanism for UCSF's go-forward strategy.

Client Contact:	Jason Stout, MBA, SPHR
Title	Manager, HR Strategy Office
Organization:	UCSF Human Resources
Address:	3333 California Street, San Francisco, CA 94118
Contract Period:	July – September 2014
Email Address:	Jason.Stout@ucsf.edu
Phone Number:	415-476-1207

7.2 UNIVERSITY OF CALIFORNIA (UC DAVIS) – REVIEW OF SHARED SERVICES CENTER

UC Davis is one of ten campuses in the University of California system, the world's pre-eminent public university system. Founded in 1905, UC Davis has a 2013/14 operating expenditure budget of $3.4 billion with 33,300 students in four colleges and six professional schools, while the UC Davis Health System serves 6 million people over 33 counties.

Chazey Partners was commissioned to perform a six-week review of the first eighteen months of the SSC's operation, in recognition that performance was sub-optimal to the original business case. In carrying out this review we focused on the strengths, weaknesses, issues and opportunities associated with the deployment of Shared Services at UC Davis and the operation of the SSC itself. We also assessed the original business case against current operations and looked at the SSC scope in relation to function, process and sub-process, as well as the potential client scope, in terms of services provided to the Administrative and Academic units. As part of this work, we performed a review of the existing financial models and performed a comprehensive examination at the Client Interaction Framework. This assessment contributed to a culture of continuous improvement to help ensure a robust foundation for the expansion of UC Davis' services, in line with its strategic vision and plans.

Client Contact:	Diane Davies-Conley
Title:	Assistant Vice Chancellor / Chief Operating Officer
Organization:	Administrative and Resource Management, UC Davis
Address:	376 Mrak Hall, UC Davis
Contract Period:	November 2013-January 2014
Email Address:	dldavies@ucdavis.edu
Phone Number:	530-754-9762

7.3 GOVERNMENT OF NEW BRUNSWICK (GNB)

New Brunswick is one of Canada's Maritime Provinces with a population of 750,000, supported by a provincial government annual budget of $8 billion (40,000 employees). The Government of New Brunswick engaged Chazey with Phil Searle as engagement partner as well as a Project Manager, Business Process Integration Analyst and other team members to develop the business case and implement shared services for several of their mission-support administrative functions, end-to-end (Business Case/Design/Build/Deploy/Stabilize). The contract value was CAD$2.8m and the period of performance was thirty months. The original strategy document included 21 service lines with the decision to establish the New Brunswick Internal Services Agency (NBISA) that initially included four service lines: accounts payable, payroll and benefits, information technology service desk, and information technology operations. The engagement started in 2009, lasted three years, made up a number of phases and projects, and achieved over 25% in cost reductions. It produced other efficiencies in standardization that produced CAD$32.1m in savings over six years across GNB.

This was a complex engagement with multiple locations across the province and multi-faceted stakeholder groups. We independently assessed the progress made to date and helped prepare a robust project plan for the design, build and deployment phases. Workshops were conducted to strategize how to move from "as-is" processes to the new "to be" model. Chazey was very much involved in supporting the first five deployments, with NBISA managing the final three transitions with minimal external support. Once operational for six months, the Chazey team supported the NBISA on a process optimization strategy that provided an important driver for the overall success, customer focus and cost-effectiveness of the program. The overall engagement included support for financial operations, human resources, communications (transformation of process, policies, templates and delivery, for the new agency and beyond to other government services) and information technology. This shared services transformation review and implementation included deliverables of change management, organization design, process mapping/design, business analysis, benchmarking and best practice analysis. NBISA continues to grow in both clients and services.

Client Contact:	Monica Ward
Title:	Director, Hire to Retire, Payroll and Benefits Services
Organization:	New Brunswick Internal Services Agency
Address:	P.O. Box 6000 Fredericton, New Brunswick E3B 5H1
Contract Period:	July 2009 – September 2012
Email Address:	monica.ward@gnb.ca
Phone Number:	1 506-444-3279

8 SAMPLE DOCUMENTS

Detailed Sample Documents are available in Appendix C. These Sample Documents include:

- Performance Metrics – Sample Document and Sample Metrics from recent clients
- Scope Split Evaluation Tool – sample of tool utilized for a recent client to determine the appropriate location/split for services
- Communications Plan – Sample from a recent client

9 COST OF SERVICES

The total fees, including expenses, for the project are estimated to be $660,658 for the 12-week engagement period. A detailed budget is provided below.

9.1 DETAILED BUDGET

Figure 7, Figure 8Figure 9 provide the detail of our proposed resources and the day rates that will apply for the listed Chazey Partners' resources:

Figure 7: Detailed Financial Budget for FN-01

Chazey Project Team Resourcing for FN-01						
				Chazey Charge to Client		
Resource(s)	Day Rate USD ($)	Discount %	Addt'l Discount %	Discounted Daily Rate USD ($)	Days	Fees Payable ($)
Engagement Partner-Phil Searle	4,000	30%	10%	2,400	3	7,200
Assignment Partner - Robert Towle	2,500	30%	10%	1,500	12	18,000
Change Management- Ann Gormley	2,200	30%	10%	1,320	6	7,920
BPI Analyst -Sherrill Austin	1,600	30%	10%	960	57	54,720
BPI Analyst - Mee-Ling Eng	1,600	30%	10%	960	57	54,720
BPI Analyst- Dan Murtha	1,600	30%	10%	960	57	54,720
Total					192	197,280

Total Consulting Fees:	197,280
Total Expenses:	39,456
Total Fees and Expenses:	236,736

Figure 8: Detailed Financial Budget for HR-01

Chazey Project Team Resourcing for HR-01						
				Chazey Charge to Client		
Resource(s)	Day Rate USD ($)	Discount %	Addt'l Discount %	Discounted Daily Rate USD ($)	Days	Fees Payable ($)
Engagement Partner-Phil Searle	4,000	30%	10%	2,400	3	7,200
Assignment Partner - Robert Towle	2,500	30%	10%	1,500	12	18,000
Change Management- Ann Gormley	2,200	30%	10%	1,320	12	15,840
BPI Analyst - Janet Garland	1,600	30%	10%	960	60	57,600
BPI Analyst - Sean Misfeldt	1,600	30%	10%	960	60	57,600
BPI Analyst - Shaheen Chinwala	1,600	30%	10%	960	60	57,600
Total					207	213,840

Total Consulting Fees:	213,840
Total Expenses:	42,768
Total Fees and Expenses:	256,608

Figure 9: Detailed Financial Budget for IT-01

Chazey Project Team Resourcing for IT-01						
				Chazey Charge to Client		
Resource(s)	Day Rate USD ($)	Discount %	Addt'l Discount %	Discounted Daily Rate USD ($)	Days	Fees Payable ($)
Engagement Partner-Phil Searle	4,000	30%	10%	2,400	4	10,080
Assignment Partner - Robert Towle	2,500	30%	10%	1,500	15	22,500
Change Management- Ann Gormley	2,200	30%	10%	1,320	2	3,168
BPI Analyst - Christian Wedlock	1,600	30%	10%	960	54	51,840
BPI Analyst - Ryan Kineshanko	1,600	30%	10%	960	54	51,840
Total					130	139,428

Total Consulting Fees:	139,428
Total Expenses:	27,886
Total Fees and Expenses:	167,314

9.2 PREFERENCES

Our preference is to raise invoices monthly with the final invoice being raised once the final report has been presented. These invoices will include a detailed breakdown of work completed. We are willing to accept a fixed fee contract, in fact this is typically what we offer to our clients.

9.3 EXPENSES

Expenses will not exceed 20% of fees ($110k) and would be charged on a cost recovery basis in accordance with Board policies.

10 ASSURANCES, REPRESENTATIONS AND AUTHORIZATION TO RELEASE INFORMATION

The Bidder hereby assures and represents with respect to this proposal that:

1. It possesses legal authority to submit this proposal; that a resolution, motion or similar action has been duly adopted or passed as an official act of the Bidder's governing entity authorizing the submittal of this proposal, including all assurances, representations contained herein, and directing and authorizing the person signing below to act in connection with the application and to provide additional information as may be required.

2. It will comply with all applicable federal and state equal opportunity and affirmative action requirements.

3. All statements and information made or furnished to the Board are true and correct in all material respects. Bidder has not knowingly made any false statements in its proposal. Bidder acknowledges that supplying any information determined to be false, misleading or deceptive will be grounds for disqualification from consideration.

4. Bidder hereby authorizes the Board to obtain information regarding its performance on other contracts, agreements or other business arrangements, its business reputation, and any other matter pertinent to evaluation and the selection of a successful Bidder in response to this Request for Proposal. It authorizes the Board to research the company's history, make credit checks, contact the company's financial institution, contact former and current clients of the company, and perform other related activities necessary for reasonable evaluation of this proposal.

    - The Bidder acknowledges that it may not agree with the information and opinions given by such person or entity in response to a reference request. The Bidder acknowledges that the information and opinions given by such person or entity may hurt its chances to receive contract awards from the Board or may otherwise hurt its reputation or operations. The Bidder is willing to take that risk.
    - The Bidder hereby releases, acquits, and forever discharges the State of Iowa, Board of Regents, their officers, directors, employees and agents from any and all liability whatsoever, including all claims, demands and causes of action of every nature and kind affecting the undersigned that it may have or ever claim to have relating to information, data, opinions, and references obtained by the Board in the evaluation and selection of a successful Bidder in response to this Request for Proposal.
    - The Bidder authorizes representatives of the Board to contact any and all of the persons, entities, and references which are, directly or indirectly, listed, submitted, or referenced in the undersigned's proposal submitted in response to this Request for Proposal.
    - The Bidder further authorizes any and all persons or entities to provide information, data, and opinions with regard to the undersigned's performance under any contract, agreement, or other business arrangement, the undersigned's ability to perform, the undersigned's business reputation, and any other matter pertinent to the evaluation of the undersigned. The undersigned hereby releases, acquits and forever discharges any such person or entity and their officers, directors, employees and agents from any and all liability whatsoever, including all claims, demands and causes of action of every nature and kind affecting the undersigned that it may have or ever claim to have relating to information, data, opinions, and references supplied to the Board in the evaluation and selection of a successful Bidder in response to this Request for Proposal.
    - A photocopy or facsimile of this signed Authorization is as valid as an original.

______________________________ Robert Towle, Managing Director, North America (East)
Signature Type or Print Name, Title

December 11, 2014
Date

This form must be signed by an authorized representative of the Bidder and submitted to the Board along with Bidder's proposal.

RFP:	Efficiency and Transformational Services for the Board of Regents
ENTITY:	Board of Regents, State of Iowa
RFP RELEASE DATE:	November 21, 2014

11 APPENDIX A – PROJECT TEAM RESUMES

Contract Role	Engagement Partner
Name: Phil Searle	
Education and Qualifications:	BA Honors Degree - Economics, University of Exeter Chartered Accountant Member of Financial Executives International (FEI)

Phil is the Founder and CEO of Chazey Partners. Phil has over 20 years of experience in finance, shared services and technology implementations. He has managed change programs on the back of Shared Service implementations significantly reducing the cost base, enhancing controls and service levels. He has served as Assignment Partner working with enabling technologies in the public sector, Lead Partner in a complete business case transformation project for IT infrastructure and performed ERP evaluations and evaluation of migrating 20+ data centers to a shared services model.

Prior to his recent assignments he was Group VP and CFO of Cendant TDS International, which encompassed all areas of finance across four continents, including Decision Support, Financial Planning & Analysis, Controllership and Financial plus certain HR shared services.

Phil was granted O1 visa status by the US government in 2008, which resulted in him gaining accelerated Green Card status in 2009 through the "Extraordinary Ability" classification. This classification is for "ability…demonstrated by sustained national or international acclaim" and was based on Phil's unique experience in shared services and Outsourcing. Phil also was issued a C10 visa by the Canadian federal government in 2010; this visa is only granted where there is "significant benefit to Canada" [R205 (a) CEC C10].

Prior to Cendant, Phil was VP Finance and Corporate Controller at 3Com Corporation. He led far reaching organizational, technology, service delivery and business process improvement initiatives resulting in the global roll-out of ERP solutions and shared services encompassing finance, human resources, supply chain, logistics and customer support.

Shared Services

- Implemented global shared services for finance, procurement and human resources across North America (US & Canada), Latin America, EMEA (Europe/Middle East/Asia) and Asia-Pacific, meeting multiple business unit, reporting, legal, statutory and compliance requirements.
- Sponsored and advised on global shared services implementations covering finance, procurement, human resources, information technology, real estate/facilities, legal and sales operations.
- Assessed outsourcing options and negotiated selective outsourcing contracts covering areas such as finance & accounting, company secretarial and payroll.
- Implemented multi-functional and multi-sourcing solutions (including both internal shared services and third party BPO).

Information Technology
• Extensive ERP implementation experience covering SAP, Oracle, JD Edwards, PeopleSoft and industry specific ERPs. • Sponsored and managed global roll-out of SAP across 52 countries, covering 78 legal entities, achieved within two years. • Served as Assignment Partners at the Government of New Brunswick with focus on enabling technologies, ERP evaluation and the consolidation of 20+ data centers. • Served as Lead Partner for the IT shared services Evaluation at Agrium Inc. • Rolled-out a number of value adding, high ROI technology enablers in support of finance operations worldwide. • Sponsored and led European-wide Oracle Financials roll-out.
Process Improvement
• Lead sponsor and driver of successful global business transformation programs that have delivered dramatic savings and significant improvements in services levels and controls, across finance, human resources, procurement, information technology and other functions.

Contract Role	Assignment Partner/Senior Project Manager
Name: Robert Towle	
Education and Qualifications:	BA – History, Southwestern University, Georgetown, Texas MBA – Finance and Information Technology, Auburn University

Robert has over 20 years of experience in finance, shared services and technology implementations. He has managed multiple shared services transformation projects and has held multiple roles managing shared services operations in the U.S., U.K. and in multiple locations in India. Most recently, he has been engaged with public and non-profit clients, leading efforts to establish key performance indicators for a multi-functional shared services center and migrated finance functions to a third-party outsourcer. Prior to his recent assignments, he was the Vice President of Finance for Pinkerton Consulting. Prior to Pinkerton, Robert was the Vice President of Global Operations Finance for Travelport Limited, with responsibilities that included the management of company's Indian Shared Service Center, Global Corporate travel and North American Payroll Operations. He has managed the IT systems and infrastructure for financial systems, as well as the lead on multiple ERP conversions since 1999. He holds an MBA with Dual Concentrations in Finance and Information Technology from Auburn University.

Core values include the enhancement of financial controls, process improvement and "mistake-proofing" operations through process design. He is well suited to developing transformation activities, and is also comfortable focusing on daily operational issues, managing staff at all levels and ensuring a high level of customer service.

- From 2013 to 2014 led a major transformation of accounting operations at a global non-profit organization.
- As Vice-President of Global Operations Finance at Travelport, responsible for developing service level agreements and KPIs for captive shared services centers in preparation for sale to third-party BPO organization. Developed commercial relationships with internal customers in preparation for this transition
- Responsible for operating multi-functional shared services at Travelport, including accounts payable, accounts receivable, travel and payroll operations.
- In an operational role, led the creation, implementation and management of domestic U.S. shared services centers, greatly reducing cost and headcount.

Process Improvement

- Lead for re-engineering financial processes at Pinkerton Consulting.
- Led Six Sigma team focused on improving and standardizing shared services operations at Travelport.
- Performed benchmarking, best practice review activities and gap analysis to supplement process design workshops to design future state end-to-end processes to support functional and multi-functional shared service centers on both a global and regional level.

Information Technology

- Extensive ERP implementation experience covering SAP and Oracle.
- Extensive use of Hyperion Enterprise and HFM tools for consolidation and reporting.
- Managed U.S. rollout of SAP for HP and integration of multiple acquisitions onto Oracle Financials platform.
- Project Manager for transition from Oracle iExpenses to Concur Expense.
- Managed IT Systems team at Travelport in support of Finance
- Managed the IT systems and infrastructure for financial systems, as well as been the lead on multiple ERP conversions since 1999.

Shared Services

- Led detailed assessment of public sector Performance Measurement process including recommendations for areas of improvement and a stronger Client Interaction Framework.
- Designed, implemented and trained new organizations to deliver multi-functional shared services.
- Shared service models delivered at both a global and regional level.
- As project manager on assignments, was responsible for the design, training and implementation of new organizational models to support both functional and multi-functional Shared Services.
- Managed the changes in organization and personnel to achieve the restructuring, covering redeployment, relocation, retraining and/or redundancy. This included the direct communication of the change vision and impacts to both senior management and the operating staff of the companies concerned.
- Deployments have been across functional and multi-functional SSCs at both a regional and Global level.

Develop Benchmarks for Cost of Service

- Evaluated and recommended benchmark metrics for public sector client
- Robert has been responsible for benchmarking activities across finance, HR, IT and procurement

Program & Project Management

- Project manager for transition of core accounting functions for non-profit to a third-party business process outsourcer. Project delivered on-time and on-budget.
- Project manager for transition of company finance functions during spin-off.
- Project manager for detailed Performance Measurement review, analysis and re-implementation.
- Managed several diverse and multi-cultural finance functions, including multiple shared services entities in India.

Contract Role	Change Manager
Name: Ann Gormley	
Education and Qualifications:	Master of HR and OD, from the University of San Francisco BS - Business Administration, Stonehill College

Ann has 20+ years' experience in organizational development and transformation focusing on the key functions of finance, HR and IT. As an external consultant, she has partnered with clients who are implementing large-scale technology projects including SAP, Workday and SharePoint and international shared services projects. Her expertise is in change management; communications; and leadership, management and employee development. Results have included improved productivity, increased employee engagement, more capable employees and smoother transitions/change.

Ann has also worked internally in fast paced, Fortune 500 high tech environments throughout the United States, Europe and Asia as a Senior Development and/or Training Manager. Major accomplishments include consulting with CFO and her executive team to design, staff and develop the strategic plan for their division resulting in ranking of most satisfied division within company on employee survey.

Change Management for Shared Services and Outsourcing

- Shared Services/Business Services for one of the world's largest bottlers of products of The Coca-Cola Company with operations in 28 countries. Piloted change management process to be implemented as each country's transactions are transitioned to the center in Bulgaria.
- Workday, HR module implementation for Fortune 500, high tech company. Workday is the leader in enterprise-class, software-as-a-service (SaaS) solutions for managing global businesses. Resulted in direct access for all managers and employees.
- Also provided change management expertise for various SAP implementations.

Communication

- SAP implementation including employee self-service tools. Planning and executing a communication strategy and developing and delivering information to all employees. Redesigned company-wide web site to improve ease of use and integrate new tools.
- Provided web design, information architecture, development, and change management expertise deploying an employee-facing enterprise-wide portal utilizing Microsoft SharePoint. Usage increased 80% in first 6 mos.

Corporate Strategy and HR Advice

- Consulted with CFO to design and staff and then create the strategic plan for the finance organization of a $1B spin off company. Employee survey after first year ranked CFO's Organization as most satisfied

Leadership/ Management Coaching and Development

- Designed and developed content to prepare management to lead and engage employees in a major business transformation; and to develop and assess key leadership competencies critical for implementing the company's new strategy
- Provided leadership coaching and development. Utilized instruments such as Profilor®, and The Emotional Intelligence Appraisal®. Co-authored article "360-Degree Tool Kit" in The 2010 Pfeiffer Annual: Consulting.
- Created and managed staff, subject matter experts, vendors, budget, schedules and logistics for training function supporting 650+ professionals worldwide.

Contract Role	Business Process Integration Analyst
Name: Sherrill Austin	
Education and Qualifications:	BS - Communication Arts, Cornell University MBA - Finance, Columbia University

Sherrill has over 20 years' experience in finance, shared services and global procurement within both private and non-profit sectors. A results driven financial professional with global experience performing financial analysis, cost control, finance operations and decision support with a broad understanding of finance and accounting processes.

As a creative and tactical solutions provider, Sherrill has a proven track record of improving processes by instituting cost efficiencies to optimize financial and operational results. Able to direct high performance teams to execute corporate strategy while preserving efficiency and bottom line results.

Key points of her career include: Finance Transformation: Saved $400,000 by recommending finance migration of Chicago-based accounting operation to India; Enterprise Resource Planning: Achieved annualized savings of $40 million by reducing costs on company-wide spend of $5.8 billion by streamlining existing purchasing process: Expense Management: Reduced costs by $5 million through telecommunications audit.

Information Technology

- Partnered with Strategic Sourcing of newly established global procurement division to create value through implementation of ERP technology companywide.
- Catalogued business unit spend from disparate accounting systems using analysis tool.
- Saved $18 million by conducting multiple online auctions utilizing eProcurement software.
- Participated in multiple general ledger conversions.

Shared Services

- Finance leader driving change in global shared services (AR/AP, Payroll, Procurement, India
- Operations, and Travel) for leading travel distribution company.
- Achieved 7% productivity savings by initiating a project to design cost metrics based on outsourced 300 person India-based accounting group's service level agreements.
- Assured Sarbanes Oxley compliance through India visit to regulate Controller-mandated reporting.

Develop High Level KPIs and Metrics

- Reviewed Client Interaction Framework and specifically Performance Metrics, including key performance indicators (KPIs) for leading US government agency.
- Identified key metrics to utilize, which align with corporate goals relating to customer satisfaction promoting efficiency, effectiveness, value and control.
- Produced a new comprehensive metrics framework, tied to a best practices shared services Framework to effectively measure and report operational performance.
- Designed executive dashboards and scorecards to measure risk and opportunities.

Process Improvement

- Six Sigma Greenbelt analyzing accounting and corporate IT purchasing to improve customer satisfaction.

Contract Role	**Business Process Integration Manager**
Name: Dan Murtha	
Education and Qualifications:	Bachelors Degree - Financial Economics, Rutgers University MBA level coursework at Seton Hall University Pursuing PMP (Project Management Professional) certification

Dan has leveraged over 15 years of experience in Accounting, Finance and Systems to manage the development and execution of various implementation and process improvement projects across several different industries and functions. At Fried Frank, a leading Wall Street law firm, Dan not only managed the firm's global Accounting/Finance enterprise systems, but spearheaded a number of money-saving projects in a short period of time and led business continuity planning efforts.

Prior to Fried Frank, Dan has over the years provided guidance and expertise on the function and implementation of Oracle modules, controlled multi-million dollar budgets for a public accounting/consulting firm, and managed cash flow for a major player in the reinsurance market.

ERP Implementations

ERP implementation experience with Oracle Financials, and numerous other software products enhancing the Accounting/Finance functions. Managed new implementations (including Vendor selection process) as well as upgrades and conversions. Well-versed in solution design, functional specifications, and leading Conference Room Pilot / User Acceptance Testing sessions to users across the globe.

Business Continuity

Extensive IT Disaster recovery planning and implementation for a multitude of clients in the travel and legal sectors. Planned and implemented backup strategies for multiple companies including onsite as well as offsite backups

Business Process Improvement

Led the development of tools to improve Intercompany balancing and integrated Cash Flow reporting. Managed historical reconciliation and clean-up of enterprise-level data to facilitate sunsetting of antiquated systems. Initiated ACH payment functionality – moving Firm away from check-based payments. Prepared functional requirements to move Euro-based payments to SEPA compliant format.

Financial Reporting & Analysis

Extensive experience in creating models and high-level financial analyses for senior management. Development of Key Performance Indicators (KPI's) using a variety of tools to analyze sales pipelines, manage spending and track cash position.

Data Integrity

Global support management, including period-end balancing and reconciliations. Introduction of new process controls to ensure integrity of data. Developed Service Level Agreement to formally define levels of service and provide customers with confidence in the support provided.

Knowledge Management

Developed knowledge base on firm-wide Intranet website to facilitate system troubleshooting. Extensive experience in running end-user training sessions.

Contract Role	**Business Process Integration Analyst**
Name: Mee-Ling Eng	
Education and Qualifications:	BS - Human Resources Management, Pace University Associates Degree - Labor Relations Management, Pace University

Mee-Ling has over 25 years of experience in Financial Services in International Correspondent Banking, Cash Management, Trade and Compliance, Credit Risk Management, Operational and Financial Audit, Risk Assessment and Continuity of Business implementation. Recently, she has worked in Travelport Limited in Shared Services Financial Operations responsible for training on and managing the Sarbanes Oxley 404 and 302 projects. Additionally, she worked as a consultant performing SOX compliance projects for various companies with documenting process flows and procedures.

She has good interpersonal and communication skills in gaining insight of business operations to document process flows, assess and define the internal controls to mitigate risk while streamlining the transformation activities. Additionally, she is an independent performer, a team leader and has strong management skills.

Shared Services & Finance Transformation

Project Managed and coordinated SOX Control Framework Reports for GTS Shared Services in India and Orbitz Worldwide. Responsible for completion of SOX 404 prior to SOX 302 management signoff. Managed the delivery of SOX documentation to Travelport Risk Management Office. Conducted interviews, documentation and flowchart of the O2C process for migration of a shared service unit. Participated, collaborated and trained with the business owners on process improvement and transformation projects for P2P and O2C.

Training

Responsible for developing and conducting new system training for staff members. Conducted new system training in international locations, including Mexico and Israel. Developed and conducted training in India on SOX compliance, including the four different phase of SOX implementation. Trained North American Payroll staff on SOX compliance.

Credit Administration Unit for Global Cash Management of $53 billion.

Financial Services –Operations, Auditing and Credit Risks

Assisted Business Managers in identifying payment solutions which led to recruitment as Senior Auditor performing IT security access, financial and operational audits. Credit Risk Administration Unit Head for CEEMEA, Asia & Latin America banks and trade products. Control Unit Head for the World Bank, IADB, Bank of Bermuda, Israeli Banks and the Not-for Profit sectors managing credit lines and cross border risks of $300MM. Developed, trained and implemented control procedures and headed up the Shared Service for the Global Credit Admin Unit.

Compliance and Risk Management

Developed audit programs compliant with BSA/AML and OFAC regulations. Assessed, compiled risk matrix, developed and tested the SOP and Continuity of Business Plan for the Global Financial Institutional Banks

Leadership

Have held a number of management positions including Vice President/Team Leader of Global Cash Management, Assistant Vice President & Unit Head of Credit Risk Administration and Senior Manager of SOX Compliance.

Contract Role	**Business Process Integration Analyst**
Name: Janet Garland	
Education and Qualifications:	BMgmt – University of Lethbridge, Lethbridge, AB, Canada CPA/CGA – CPA Association of BC

Janet has over 14 years of experience in business leadership and management in the healthcare and education public sectors. She has been responsible for managing system implementations, leading operational teams, and has extensive experience in current state financial analysis for business case preparation and stabilization support. Janet's core strengths include the enhancement of financial controls, process improvement and improving operations through continuous improvement. She is well suited managing teams and engaging with staff at all levels to ensure a high level of customer service.

Process Improvement:

- Lead facilitator for current state workshops in business case.
- Performed benchmarking, best practice review activities and gap analysis to supplement designing future state end-to-end processes to support a financial business case.
- Conducted stakeholder interviews on multiple projects to identify key issues and pain points in current state processes in order to develop options for improvement.
- Co-developed the business case and cost savings projections for the Interior Health Voice Recognition project, as well as all financial analysis and monitoring during the project.

Information Technology:

- Sole responsibility for all budget and financial analysis support for 4 year, $35 million organization-wide initiative to upgrade the ERP system at Interior Health.
- Supported the stabilization and optimization of the BC Rural Collaborative shared ERP project, working with Interior Health and Northern Health on performance monitoring, financial analysis and business process review.
- Managed financial systems at Okanagan College.
- Responsible for managing and testing all upgrades to financial systems at Okanagan College

Shared Services:

- Business process integration manager for UC Davis' Shared Services Center review, which focused on the strengths, weaknesses, issues and opportunities, associated with the deployment of shared services.
- Managed analyst team in the gathering and analysis of key information, facilitating workshops, performing stakeholder interviews and preparing the financial business case for a public sector client with multiple offices across the country.
- Provided current state financial analysis for the Health Shared Services BC business case for technology services as well as the financial business support during and after implementation

Develop Benchmarks for Cost of Service

- Researched and evaluated benchmark metrics for public sector clients

Contract Role	**Business Process Integration Analyst**
Name: Sean Misfeldt	
Education and Qualifications:	Chartered Professional Accountant designation (1997) Bachelor's Degree – Economics, University of Western Ontario Diploma in Financial Management from the BC Institute of Technology

Sean has over 20 years of experience in project leadership, management and finance. He has worked in a diverse group of industries including retail sales, wholesale product distribution, forestry product manufacturing and electric and gas utilities. Sean has managed the design and implementation of wide ranging projects including major company-wide system changes in areas such as budgeting, operations and sales.

Shared Services

Project development manager at international wholesale distribution company. Managed analyst team in the design and implementation of a new initiative to streamline distribution, increase customer satisfaction and improve operating efficiencies across North America while leading to increased market share. Led multi-department discussion workshops, presented information to management and sales leaders, and met with many key stakeholders across the organization. Facilitated meetings with management of many customers to explain the business case for this significant operational change as well as the opportunities to improve customer service.

Project Implementation

Manager for redesign and launch of new budgeting process at large electric utility. Met with key stakeholders across organization to gather input and ideas. In conjunction with Information Technology staff, redesigned company-wide budgeting system to improve efficiencies significantly, increase accuracy and allow for much easier analysis and reporting.

Leadership

Have held industry leadership positions including Project Manager and Controller. Responsible for managing accounting and analyst staff.

Finance Transformation

Managed implementations of new processes resulting in improved efficiency and better customer service to 250 members of staff

Contract Role	Business Process Integration Analyst
Name: Shaheen Chinwala	
Education and Qualifications:	BA, Psychology & Political Science, Rutgers College, NJ

Shaheen is a high-energy, creative, driven, and client oriented Human Resources professional with over 15 years experience. Excellent at developing relationships between management and employees. Highly skilled in creating and implementing company procedures and policies including the employee handbook. Adept in delivering effective seminars and training. Efficient in resolving client concerns in a timely manner. Able to work independently as well as in a team environment.

Human Resources Management

- Supported Regional President, VPS and Other Leadership Positions, Headcount
- Worked with management team on organizational development and structure, merger of three companies
- Created and Rolled out Interview and Performance Documentation training for Managers
- Counseled management team regarding discipline, employment law, investigations, and terminations
- Managed FMLA's, Disability, and Unemployment claims
- Participated in companywide Oracle implementation by testing and training
- Worked with legal counsel to ensure compliance with local labor laws and litigation claims
- Managed Recruiting cycle and onboarding process which included interviews, offer letters, background checks, and new hire paperwork for 250 employees
- Managed over 200 layoffs or terminations for cause including due diligence preparation and paperwork

Human Resources Specialty Skills

- Policy and Handbook Development
- Training & Development
- Legal Compliance
- Litigation
- Claims Management
- Benefits
- Time and Attendance Systems

Contract Role	**Business Process Integration Analyst**
Name: Christian Wedlock	
Education and Qualifications:	Geology BSc (2:1) attained at Southampton University (2006) Passed and Studying various Microsoft and Apple Certifications (ACP, MSTS, MCP, MSCA) Currently studying for Prince2 and ITIL certifications (2014)

Christian is an IT Consultant and Business Analyst. He has over 10 years of experience supporting a wide variety of IT systems in a broad range of industries including Data, Marketing, Telecoms, Finance, Charities and Government, non-profits and the public sector. He has managed deployment of large-scale server and desktop solutions, assisted companies with IT strategy and improvement of internal systems, processes and networking. He is both Microsoft and Apple certified and has worked in all project phases from initial feasibility studies to Design, Build, Deployment and Stabilization of Shared Services operations for both private and public clients. He is adept at IT business support, training, development and management as well as advising on IT governance. He has been involved in a variety of large scale IT projects within the EMEA region.

Information Technology

- IT support and consultancy including the implementation of new IT infrastructure for Chazey's remote working requirements.
- Responsible for various eLearning projects creating platforms for large scale deployment.
- Developed eLearning and deployed to over 10,000 members of staff, Activity Based Analysis and identified and developed solutions to automate at the Government of New Brunswick.
- Worked on the Feasibility study for a potential global IT Shared Service Centre.
- Stakeholder interviews, Activity Based Analysis and benchmarking.
- Provided IT Support for various companies in and around London as a contractor
- Provide IT support and consulting services for Chazey Partners
- Set up and maintained a successful IT consultancy firm offering services to London and South East based businesses. Skills include project management, management of contractors, report writing, knowledge of legislation and overall broad expertise in the management of different IT systems and applications
- Provided IT support and upgraded infrastructure as company grew from 30 to 250 members of staff

Name: Ryan Kineshanko	
Education and Qualifications:	MA - Leadership & Training Royal Roads University, Canada BA, Faculty of Education - University of British Columbia Graduate certificate - Project Mgt., Okanagan College General Electric® Change Acceleration Specialist LEAN Green Belt - Expert Rating Global Certifications

Information Technology:

- He has led a healthcare IT mentoring initiative which involved merging & consolidating seven organizations' programs spanning a Provincial healthcare system. The project received a Health Human Resources award for innovation and publication in a leading talent management magazine in Canada.

Change Management

- Appointed by B.C Health Authorities Leadership Development Collaborative as project manager to lead the design and implementation of first of its kind cross-organizational leadership development mentoring program. Applied structured project & change management approach by engaging the diverse stakeholders groups who at the time had competing interests across seven organizations and were in various stages of readiness.
- Defined the project scope, co-created the change management strategy, managed the project through the initiation, planning, monitoring, and evaluation phases.
- Lead the ongoing internal and external stakeholder engagement process, the budget management, vendor selection and contracting, and the overall project work.
- Evaluated & submitted a request for proposal receiving a $1.5 million budget award. Applied a structured Organizational Change Management approach and method using the Prosci/ADKAR approach.
- Through large-scale stakeholder engagement designed a process to create awareness of the change initiative, the desire to change, implemented training to ensure participants had the knowledge & ability to change, and reinforced the change through coaching.
- Contracted by Senior Leadership of Interior Health to assist the organization amalgamation of six separate health units to creating a single, regional public health prevention services department. Engaged organization stakeholders to conduct a current state analysis, determine the desired end state through an organizational structure diagnosis and review, and then conducted a gap analysis to inform a strategic and operational plans moving forwards.

12

12 APPENDIX B – SAMPLE DOCUMENTS

12.1 PERFORMANCE MEASUREMENT FRAMEWORK

12.1.1 EXECUTIVE SUMMARY

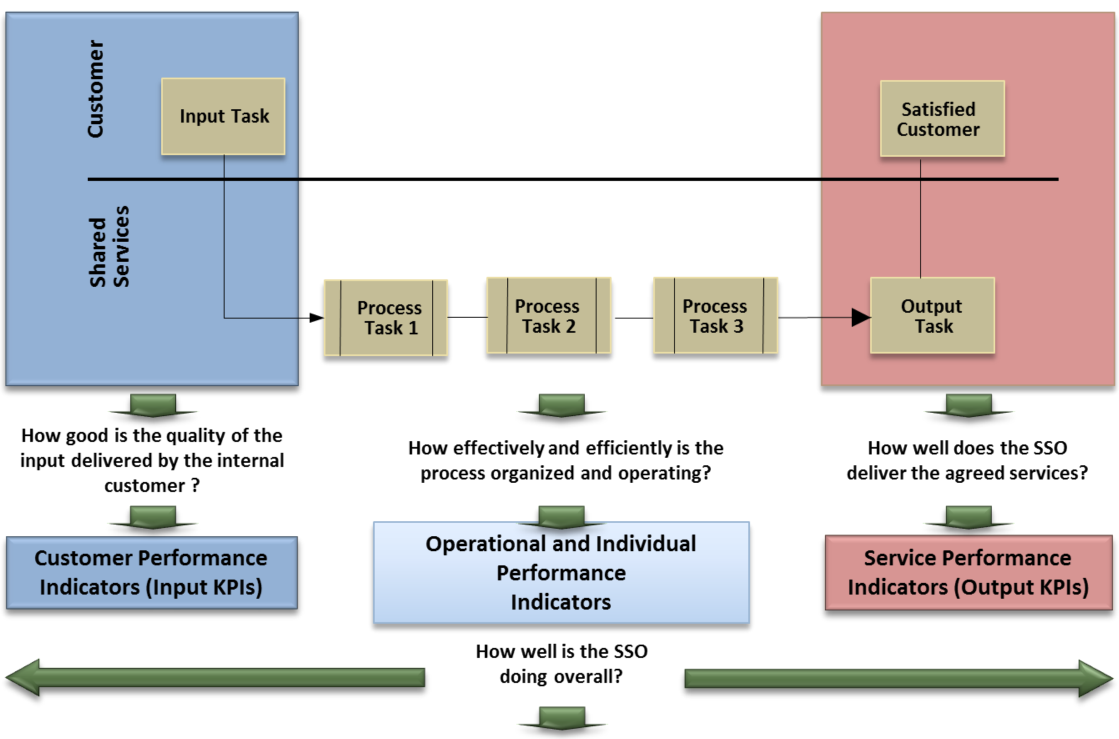
XYZ Organization hired Chazey Partners to develop a Business Case and conduct Design activities to help Human Resources (HR) Operations establish a new Asia support model. This work was organized under the four critical success factors for a successful and enduring transformation and ongoing service delivery operating model, specifically process, technology, people and client.

Many initiatives focus on process and technology and usually some consideration is placed on ensuring the right people have the right skills to provide the desired services. Often less focus is placed on the client and we find this is key reason that transformations fail or do not last. A key strategy to engaging the internal client is to manage the client relationship through a formal process leveraging the Client Interaction Framework (CIF). Performance Measurement and Performance Reporting are two key elements of the nine elements of CIF.

Transparency and accountability are keys to a customer service culture, which is achieved in part through a comprehensive Performance Measurement and Reporting framework. This framework should be introduced within the new support model for Asia to bolster the relationships between clients and provider as well as progressing the HR Operations towards leading practices globally.

A best practice Performance Measurement Framework for Shared Services is provided in Figure 10. This Performance Measurement Framework will help drive continuous improvement and is designed to be relevant to providers, clients and stakeholders.

Figure 10: Best Practice Performance Measurement Framework



This document defines the three different types of key performance indicators (KPIs), outlines best practices in Performance Measurement, and provides implementation strategies that will help ensure a successful outcome. To help illustrate the concepts around leading practices Performance Measurement, this document concludes with a talent acquisition case study with some sample KPIs and a simple root cause analysis.

KPIs can be used for "good or evil". A successful Performance Measurement framework provides transparency and accountability, enhancing the client/provider partnership. It ensures that conversations are fact-based and enable root cause analysis. A poor Performance Measurement framework could actually harm the client/provider relationship, for example by allowing the provider to dismiss client concerns by hiding behind imposed KPIs that show positive measures despite a sub-optimal service offering.

A key strategy for success is to develop the Performance Measurement framework in collaboration with the client. As service levels are negotiated, the client is first asked how they would like to measure the provider performance against these standards. Next the discussion turns to how the client can help the provider to achieve these service levels by agreeing to submit inputs to a specific standard, which in turn need to be measured. This level of collaboration cannot be achieved with an imposed set of KPIs; accordingly, we recommend that the specific KPIs for HR Operations be developed as a Design phase activity in line with XYZ Organization's culture.

12.1.2 TYPES OF KEY PERFORMANCE INDICATORS

Input KPIs

Input KPIs measure the client input into the processes of the HR Operations supporting Asia. The key concept is that in order for HR Operations to meet the expectations agreed to in Service Partnership Agreements (SPAs), it is critical that the inputs to the process be received on a timely basis, in the prescribed format and in compliance with the agreed standards. This enables higher quality and more efficient services than is possible in an exception-driven environment. Exceptions will occur and it is important for the process to be designed to allow flexibility. It is also critical to monitor these variances so that the exceptions do not become the rule, resulting in impacts to quality and timeliness. The ability to look at these "leading" or "reverse" KPIs is an important component of root cause analysis for any issues, as well as a key driver of a strong continuous improvement effort.

Operational KPIs

Operational KPIs measure the internal effectiveness and efficiency of the HR Operations. These are not necessarily shared with clients, rather HR management uses operational KPIs to determine if the "engine room" is achieving performance targets and working as a team. Standardizing operational KPIs across different centers provides the opportunity for optimization on best practices to achieve more consistent performance as the support model for Asia continues to grow and expand.

An additional sub-component of operational KPIs can be the creation of KPIs on an individual level. The acceptance of these depends on the culture of the organization, but can be of great assistance in drilling into the performance of different areas. This is true both to understand great performance, as well as to improve subpar performance.

Output KPIs

Output KPIs measure the success, quality and effectiveness of service delivery, specifically whether the agreed standards in the SPAs are being achieved by HR Operations. These are usually more limited in number and are a downstream, or lagging, part of the process. These measurements are highly visible, as they would be shared on a monthly, quarterly and annual basis with the clients and stakeholders of the HR Operations supporting Asia.

12.1.3 Performance Measurement Best Practices

In addition to the three types of metrics referenced above (input, operational, output), it is critical that metrics be developed to measure **different types of measurements**. For example, in addition to metrics around timeliness, there should be metrics that also focus on areas such as quality, quantity and cost.

When including these KPIs in your Service Partnership Agreements, **consider stating targets for today and targets for down the track**, for example in 12 months' and/or 24 months' time. This is to ensure that agreed measures reflect reality today and then also lay down targets to be achieved over time through whatever business process improvements are being made and through working in partnership between the Shared Services team and internal and external clients.

One could also consider the use of **"stretch" KPIs**, but these should be described as such and assumptions clearly stated as to how these stretch KPIs might be achieved.

Today's leading Shared Services Organizations also look for **key exception indicators** (KEIs) to actually go after exceptions, or "defects" in processes, as part of a continual process improvement culture.

In determining what the "right" KPIs and related targets should be, **look at external benchmarks where these are available, as these can help to determine "what is possible"** and can help directionally. However, it is very important to understand actual performance today and how this can be improved. Setting a meaningless, wishful KPI target that can never be met by either the client or the provider is pointless, and indeed can be very damaging and demotivating

Make sure that something actually happens in practice. KPIs, like any data, are worthless if they do not drive any discussion, follow up and action.

Act on them and **adjust them over time** if they don't meet the purpose for which they were originally designed.

Within a Performance Measurement Framework for Shared Services, **establishing metrics that are linked to each other** is a vital component of end-to-end measurement, global processes and process improvement. For example, for a Shared Services Organization to conduct root cause analysis on differences between actual results and its service level commitments (as measured by output KPIs), it is important to understand the upstream client impacts (as measured by input KPIs) as well the effectiveness and efficiency of its internal processes (as measured by operational KPIs).

It is vital that Performance Reporting is **automated and enabled with technology**. It is possible to track KPIs manually and indeed this can be an option between go-live and the implementation of a case management system that automates Performance Reporting. Manual reporting is suboptimal as a long-term solution, as reporting typically becomes more sporadic, less reliable and the effort allocated to preparation of the metrics typically takes away from potential effort available for follow up and action.

12.1.4 Implementation Strategies

Achieve Buy-In

a) Create a vision and develop a clear road map with the newly established HR Operations Asia support model
b) Don't expect immediate buy-in on KPI framework
c) Negotiate and agree metrics with the affiliates, business partners, and HR Operations

Watch Speed

a) If you go too fast, you will lose everyone
b) Build understanding through working with teams – this includes workshops and meetings to develop initial set of metrics
c) Confirm technology road map and resourcing requirements
d) Prepare for implementation of new metrics framework, including a comprehensive change management program, training and communications
e) Implement methodology and start monthly collection and draft reporting
f) Build skills in analysis, management and continuous improvement

Overcome Resistance

a) KPIs done properly improve client engagement while understanding affiliate requirements
b) Dig deep to understand issues
c) Frank, open and honest conversations with the client

Set Targets

a) Develop targets based on current performance, discussions with clients, reference to relevant peer organizations and benchmarking organizations such as APQC[1]
b) Leverage third party benchmarks

12.1.5 Talent Acquisition Case Study

Example Talent Acquisition Metrics

We recommend that the development of the Performance Measurement Framework for HR Operations supporting Asia occurs as Design phase activity, with the provider and client working in partnership to develop the framework. To help illustrate the importance of a strong metrics linkage between the different types of KPIs (input, operational, output), we have included a partial set of KPIs for talent acquisition with a hypothetical root cause analysis.

Figure 11: Example Talent Acquisition KPIs

#	Item Measured	Type of KPI	Category of Measurement
1	% Job/posting requests with required lead time	Input	Timeliness
2	% Job/posting request templates submitted with correct information	Input	Quality
3	Average time & cost to correct template issues per template	Operational	Timeliness
4	% Change requests through workflow according to time commitments	Operational	Timeliness
5	Average time from receipt of template until job/posting is completed	Operational	Timeliness
6	Average FTE and cost to perform the job/posting request process	Operational	Cost
7	Total cost to perform the job/posting request process as a % of revenue	Operational	Cost
8	% Job/posting requests completed that are first time error free	Operational	Quality

[1] APQC (American Productivity & Quality Center) is a member-based nonprofit and one of the world's leading proponents of business benchmarking, best practices, and knowledge management research (http://www.apqc.org).

9	# Change Requests processed by processor	Operational (Individual)	Quantity
10	# Viable candidates provided by talent acquisition	Operational	Quality / Quantity
11	# Viable candidates initially screened out by Talent Acquisition	Operational	Quality / Quantity
12	# Job/posting requests per month	Output	Quantity
13	# Re-postings required to fill the desired roll	Operational	Quantity
14	% Job/posting requests processed on time	Output	Timeliness
15	Time required to fill the role with desired candidate versus need	Output	Timeliness
16	Average FTE & cost required to complete the staffing of the desired roll	Output	Cost

This set of Talent Acquisition metrics is typical, in that there are a smaller number of input and output KPIs, while the operational KPIs are larger in number and type of measurements. It is critical to limit the count of KPIs that are communicated directly with the client in order to ensure that the review of KPIs is value-added.

Example Root Cause Analysis

An example of how the root cause analysis would work within a linked metrics framework in shown in Figure 3.

Figure 12: Example Root Cause Analysis

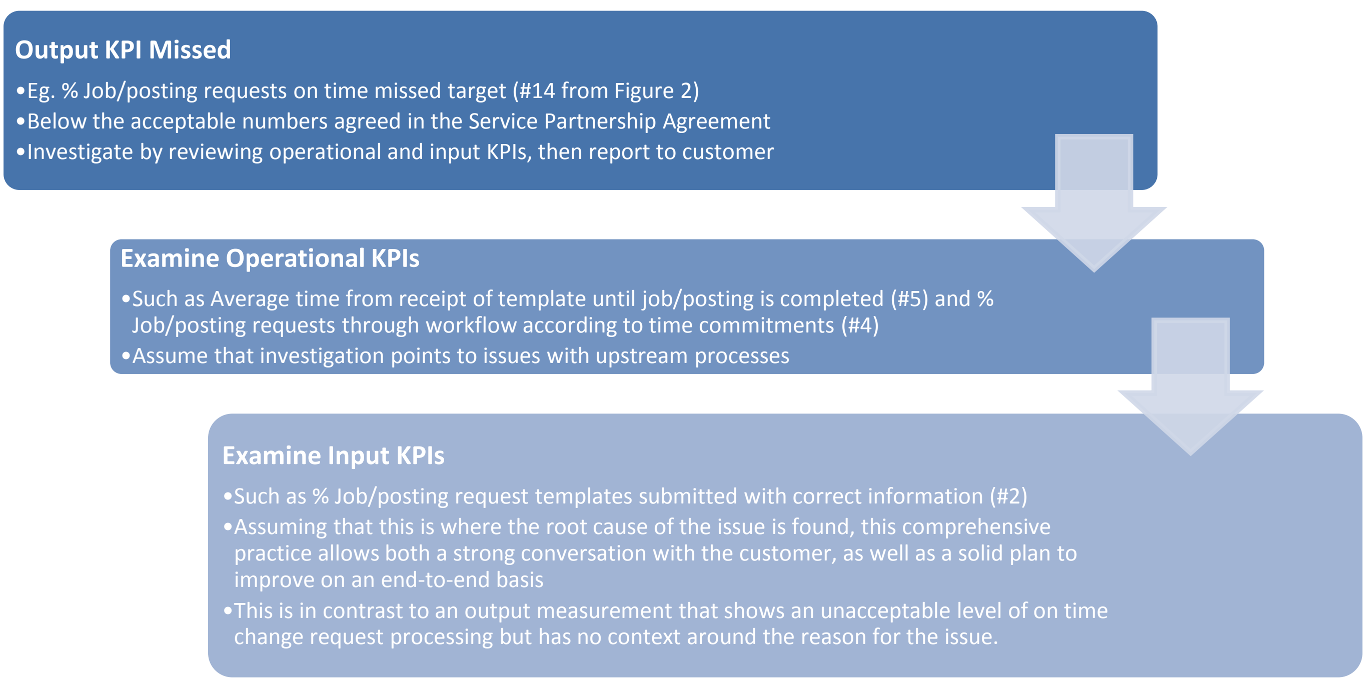


Figure 13: Sample Performance Measurement Framework - "Department A"

Count Department A	Total
Business Office/PBO	7
Input	2
% revenue & expense reports distributed by 7th of month	1
Average # of days for customer to turnaround execution of ASA SLAs and CSAs	1
Operational	4
# business days for PBO to prepare monthly NOR report including collection of service directors' inputs	1
% PBO NOR analysis findings with completed actions	1
% ASA/PSC UDO processes updated & certified each quarter wihtin prescribed timelines	1
# days to process service level agreements following approval of board budget	1
Output	1
# review cycles needed to finalize ASA SSF budget	1
Cost Allocation	6
Input	2
% proposals submitted after due date	1
% rate agreements fully executed by client within 30 days	1
Operational	1
Average billable hours per FTE	1
Output	3
% SWCAP and C&U long form cost allocation plans reviewed & negotiated within 360 days	1
% indirect cost proposals reviewed within 90 days for first-time grant recipients	1
% non-profit, short forms, hospitals, and departmental indirect cost rate proposals reviewed & negotiated within 180 days	1
Financial Operations	32
Input	5
# journal vouchers in period	1
% goods receipts recorded in ERP within 5 days of receiving	1
% invoices created within 1 business day (operational)	1
% obligations completed prior to receipt of invoice	1
% & # invoices received 30 days after government receipt date	1
Operational	7
# overtime hours in period	1
% change in # payable invoices subjected to delinquent interest charges	1
% electronic disbursements	1
% IPAC invoice value aged over 30 days	1
% payroll errors based on count of payroll disbursements	1
% retroactive pay adjustments based on count of payroll disbursements	1
Average count of completed financial statements per FTE	1
Output	20
# budget versions required before final approval	1
# days in pay run	1
# days to close fiscal year	1
# days to deposit collections	1
# of days to close month	1
% accounting events recorded within prescribed timelines (2 days for electronic documentation, 3 days for hardcopy)	1
% deliquent debt value aged >180 days is referred to Treasury Offset Program (TOP)	1
% DOJ Medicare exclusion referrals of health professions debt processed within 60 days	1
% financial reports submitted to Treasury/OMB within prescribed timelines	1
% ontime invoice payments	1
% payroll name lists and cost summary reports published within 5 business days	1
% Payroll SF 224 information submitted to Treasury within 3 business days of month-end	1
% PRICES bills completed by 3rd business day by 3 PM after month-end	1
% quarterly and annual financial reports published within prescribed timelines	1

Figure 14: Sample Performance Measurement Framework - "Department B"

Count	
Department B	Total
Behavior Health	14
Input	2
Average # days of lead time provided for marketing material print jobs	1
EAP - 6 session model capitated rate	1
Operational	4
% of files subjected to quality assurance (QA)	1
% of QA files with errors	1
Average cost per case (psychological evaluations)	1
Average cost per project (ODL)	1
Output	8
% employee utilization by demographic group	1
Call abandonment rate	1
Average connection rate (face-to-face consultations/requests for EAP services)	1
# active projects in period (ODL)	1
# completed projects in period (ODL)	1
% projects by phase assessed for customer satisfaction	1
% total utilization rate per product per customer	1
# CISMs (Critical Incident Stress Management)	1
Clinical Health	17
Input	4
# encounters by site	1
Average number of days for complete MEP case to be submitted	1
% submitted cases that are incomplete by program	1
Average number of days for Agency to respond to call for additional information on incomplete MEP case	1
Operational	3
% change in # of AED units	1
Average processing time for cases by case type and program	1
Average residential medical officer case processing time	1
Output	10
# Influenza immunizations in period	1
# of immunizations in period	1
% completed case reviews by prescribed timelines by case type	1
# exams by type per site	1
# AEDS deployed (used)	1
# emergency responses	1
# outreaches	1
# late tickets entered into system	1
# labs per site	1
% change in # encounters per period	1
Environmental Health	8
Input	1
# active projects in period	1
Operational	2
# tickets entered into STM fulfillment in period	1
$ billable contract and federal staff	1
Output	5
# completed projects in period	1
# ergonomic assessments completed in period	1
# federal employees trained in period	1
# samples analyzed in period	1
# fit testing	1

Figure 15: Sample Performance Measurement Framework - "SSC-Wide"

Count **Shared Service Center -Wide**	Total
All	14
Operational	13
% change in costs	1
% change in employee satisfaction	1
% cost recovery	1
% employee suggestions implemented of total received	1
% new customers of target market	1
% work billed of work performed	1
Average employee satisfaction score	1
Average time to generate bill	1
# new/renewed customer service agreements (AOP recommended)	1
% change in unit cost of service delivery (AOP recommended)	1
Average unit cost of service delivery (AOP recommended)	1
% customer retention by # (FOH recommended)	1
% customer retention by $ (FOH recommended)	1
Individual	1
% employees in compliance with own personal development plans	1

12.2 SCOPE SPLIT EVALUATION TOOL

Utilized for determining appropriate location and management of functions.

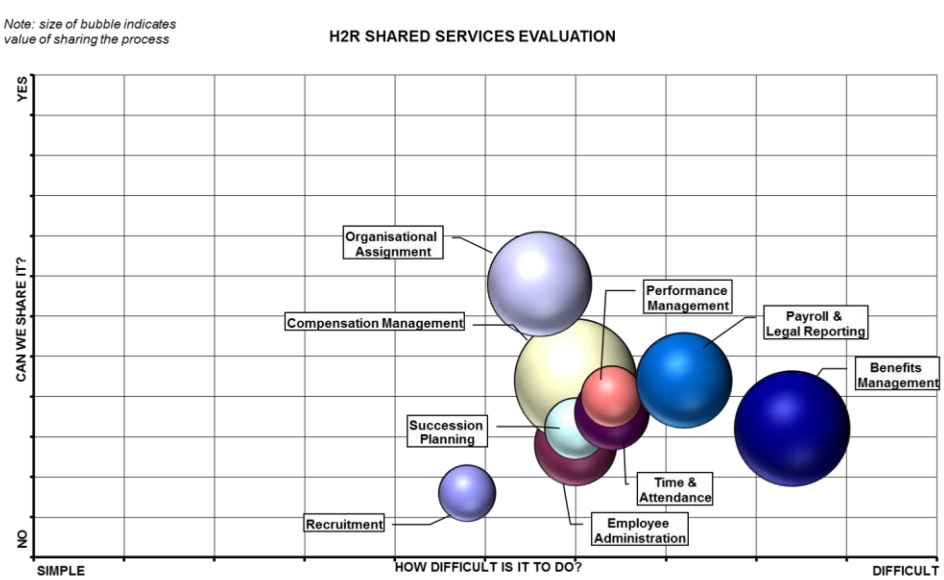
Figure 16: Scope Considerations - Location, Complexity & Value

SPLIT CONSIDERATIONS	*LOCATION*					
	VOLUME			SPECIALTY	COUNTRY	
Sub-process	Standardisation potential	Measurability	Scale consolidation advantage	Expertise consolidation advantage	Local presence requirements - business	Country specific - regulatory
Recruitment	Low	Medium	Low	Low	High	High
Employee Administration	Medium	Medium	Low	Medium	Medium	High
Organizational Assignment	High	Medium	High	Low	Medium	Low
Benefits Management	Medium	Medium	Medium	Medium	Medium	High
Time and Attendance	Medium	High	Low	Low	Medium	High
Payroll and Legal Reporting	Medium	High	Medium	Medium	Medium	High
Compensation Management	Medium	High	Medium	Medium	Medium	High
Performance Management	Medium	Medium	Low	Medium	High	Low
Succession Planning	Low	Low	Medium	Low	High	Low

IMPLEMENTATION CONSIDERATIONS	*COMPLEXITY*					
Sub-process	Consolidation organisational challenges	Standardisation effort	Consolidation technology impact	Transition effort and cost	Feasibility and cultural acceptance	Third party consultation requirement re changes
Recruitment	High	Medium	Low	Low	Low	Low
Employee Administration	Medium	Medium	Medium	High	Low	Medium
Organizational Assignment	Medium	Medium	Medium	High	Low	Low
Benefits Management	Medium	Medium	High	High	Low	High
Time and Attendance	Low	High	High	Low	Low	Medium
Payroll and Legal Reporting	Medium	High	Medium	Medium	Low	High
Compensation Management	Medium	Medium	Medium	High	Low	Medium
Performance Management	High	Medium	Low	High	Low	Low
Succession Planning	High	High	Low	Low	Low	Low

IMPLEMENTATION CONSIDERATIONS	*VALUE*						
Sub-process	Service delivery quality improvement potential	Process and financial control improvement potential	Information quality improvement	Continuous improvement potential	Service expansion potential	Efficiency increase	Non-labour cost savings
Recruitment	Low	Low	Low	Medium	Medium	Low	Low
Employee Administration	Medium	Medium	Medium	High	Medium	Low	Low
Organizational Assignment	Medium	High	High	High	Medium	Medium	Low
Benefits Management	Medium	High	High	High	Medium	High	Medium
Time and Attendance	Medium	Medium	Low	High	Low	Low	Low
Payroll and Legal Reporting	Medium	High	Medium	Medium	Low	High	Medium
Compensation Management	High	High	High	High	High	Medium	Medium
Performance Management	Medium	Medium	Low	Low	Medium	Low	Low
Succession Planning	Medium	Low	Low	Medium	Medium	Low	Low

Figure 17: Scope Evaluation Example

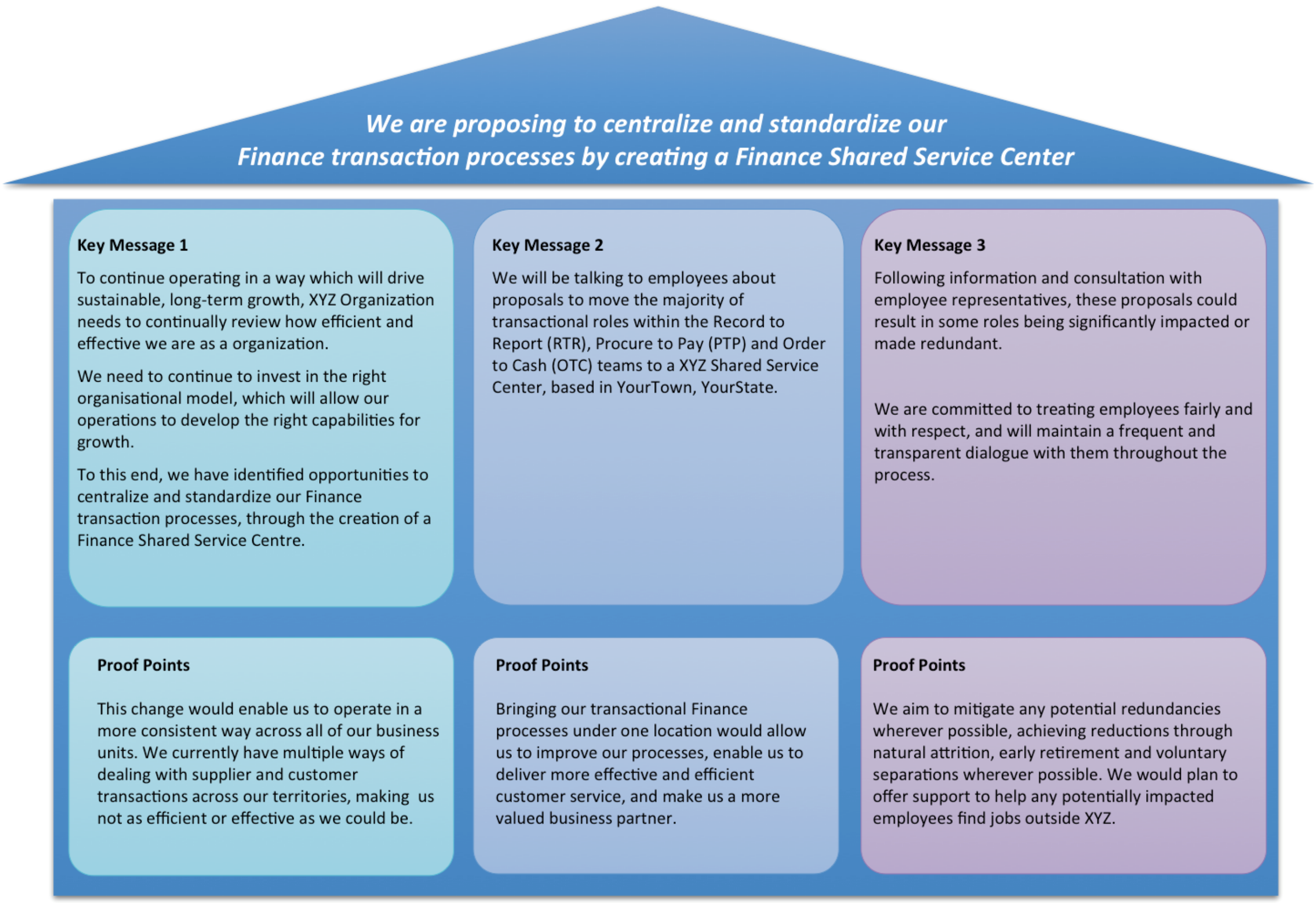


12.3 COMMUNICATIONS PLAN

12.3.1 KEY MESSAGES

The key messages for the project are shown in the "message house" in Figure 18 below.

Figure 18: Message House



12.3.2 COMMUNICATIONS DELIVERABLES

The key communication deliverables are provided in Table 1 below. Production of these deliverables will be a partnership between the internal and external team, with Project Lead signing off on all communications.

Table 1: Communication Deliverables

What	Format	Key Messages	Audience	When	Lead
Status Reports	Report	• Completed status report per approved template	• Project Team • Executive Sponsor	Weekly	External Project Manager
Team Meeting	Meeting	• Individual updates by team members	• Project Team	Weekly	External Project Manager
Project Introduction	Email	• Project context, objectives, scope & participants • Consultation process	• In-Scope staff • Internal clients • Leadership	Two weeks before kick off meeting	Executive Sponsor

What	Format	Key Messages	Audience	When	Lead
		• Invitation to townhall & meeting logistics • Initial FAQs	• Other internal stakeholders		
Invitation to Kick Off	Email	• Project objectives • Purpose of kick off meeting • Meeting logistics	• Project team • Business process owners • Subject matter experts • Internal clients representatives • Executive sponsor	Two weeks before kick off meeting	Executive Sponsor
Kick Off	Meeting	• Project context, objectives, scope & participants • Consultation process • Initial FAQs		First week of project	Project Lead
Townhall	Meeting	• Follow up to Project Introduction • Project context, objectives, scope & participants • Consultation process • Initial FAQs	• In-Scope staff • Internal clients • Leadership • Other internal stakeholders	Within two weeks after kick off meeting	Project Lead
Invitation to Workshops	Email	• Project objectives • Purpose of workshop • Prep work required	• Subject matter experts • Business process owners • Internal clients	Week after kick off meeting (maximize lead time)	Project Lead
Workshop Follow-Up	Email	• Thank you for participation • Consultation process • Timelines & next steps	• Workshop participants	Week after workshop	Project Lead
Mid-Point Update	Email	• Work completed to date • Consultation process • Timelines & next steps • Updated FAQs	• In-Scope staff • Internal clients • Other internal stakeholders	Just past half-way point of project	Project Lead
Mid-Point Presentation	Meeting	• Work completed to date • Risks & mitigations • Decisions required/made • Timelines & next steps	• Leadership	Approximately mid-way through project coord-inated with regular meeting schedule	Executive Sponsor
End-of-Project Update	Email	• Thank you for involvement • What decisions have been made & are outstanding • Consultation process • Timelines & next steps	• In-Scope staff • Internal clients • Other internal stakeholders	Week after acceptance of final report from consultants	Executive Sponsor
End-of-Project Presentation	Meeting	• Recommendations • Decisions required/made • Ensure sponsorship • Timelines & next steps	• Leadership	At close of project, coordinated with regular meeting schedule	Executive Sponsor

12.3.3 FREQUENTLY ASKED QUESTIONS (FAQs)

Are We Moving Towards A Shared Services Model For XYZ Finance?

Our long-term plan in Finance is to be 'a valued business partner guiding strategic decisions, delivering superior customer service, and driving long-term sustainable growth'. Last year, we identified process opportunities in our RTR, PTP and OTC transactional processes through workshops in which Global Process Owners and other Subject Matter Experts (SMEs) participated. As mentioned in previous townhall meetings, we are investigating the possibilities around the most optimal location for our transactional processes, and such location options might have less business proximity than the current locations. These options are still being explored and examined and no decisions have been taken as to how Finance processes in XYZ will be organized moving forward. Any proposals for significant transformation would be shared with all stakeholders, including our employee representatives, if and when necessary.

What Are The Workshops About?

John Smith, our CFO, mentioned in his message about Finance Realignment on xxxxxx that it is critical that we develop and roll out the 'XYZ Way' in Finance. The outcomes of this workshop (so-called 'To Be' processes) are key in our continued investigation of how standardized, best practice (XYZ Way) processes could actually look like in the future, irrespective of the location and the business proximity where we conduct these activities. No final decisions have been taken as to how Finance processes in XYZ will be organized moving forward. Any proposals for significant transformation would be shared with all stakeholders, including our employee representatives, if and when necessary.

Who Is Involved With This Project?

XYZ is working with a firm of external consultants (Chazey Partners) to review our transactional process. John Smith and Mary Jones are the executive sponsors. Janice Goodwin is the project sponsor and Robert McMaster is the project manager, working in conjunction with Global Process Owners and other Subject Matter Experts (SMEs) from across Finance.

Why Are We Filling All Open Positions In Transaction Processing Teams With Temporary Employees?

Our business is experiencing a challenging start to 2014, and we are also currently studying our new transaction service delivery structure. We will therefore be filling open positions in Finance with fixed term contracts while we get the new service delivery structure running and develop a clear outlook on our 2014 business results.

12.3.4 EXTERNAL MESSAGING

Principles

- Media strategy state-wide, and for all locations, is reactive only, in case of queries
- Each location's corporate communications department will work with local labor relations teams, to review local stakeholder groups, and will contact local government reps, if appropriate, and depending upon local impact
- All external enquiries will be handled by an approved corporate department spokesperson, using existing processes and procedures.

Reactive Media Statements

Before Key Stakeholder Meetings

In order to continue our efforts to make our business more efficient and effective, we are proposing structural changes to our Finance organization that will enable XYZ to remain competitive and re-invest in key business areas. Along with the appropriate consultation and in accordance with relevant regulations, we are exploring all options that will achieve this goal.

We have not yet met with certain key stakeholders, and once we have opened the consultation sessions we will be able to brief employees about these proposals and answer further questions. We intend to engage in a constructive social dialogue with our employee representatives, and until that time, it would be inappropriate to comment further

After Key Stakeholder Meetings

Background

In order to continue our efforts to make our business more efficient and effective, we are proposing structural changes to our Finance organization that will enable XYZ to remain competitive and re-invest in key business areas. If approved by employee representatives, these proposals could result in xxx roles being impacted or made redundant.

Employee Impact

We are committed to treating employees fairly and with respect, and will maintain a frequent and transparent dialogue with them throughout the process. We are committed to engaging in effective social dialogue with our employee representatives and the appropriate works councils to discuss our potential implementation plans and minimize the number of impacted employees. We also aim to develop an outplacement program together with an external supplier to help our impacted employees find jobs outside XYZ Organization, and to support each individual through the transition period.

Local Business

We are a state-wide organization but remain focused on our local communities. About 95% of our products are consumed in the region in which they are manufactured. We have an established history of creating jobs and investing in our plants and business operations across Europe and over the last three years, we've invested more than $xxxx million in our core business.

12.3.5 APPENDIX: SAMPLE MESSAGES

Workshop Invitation

As mentioned, XYZ Finance in building upon the business case completed on xxxx and developing a new shared services model for transactional activities in financial services. The next phase of activity is "Design" in which we will complete the templates, process maps and other designs that are required to build and implement the future state.

With the help of Chazey Partners consultants, we will be conducting To-Be design process workshops. You have been identified as someone within XYZ Organization who has the experience and ability to provide process expertise and recommendations to achieve our objectives within this project.

You are invited to attend a workshop on xxxx in xxxxx (an Outlook invite will follow). I would be grateful if you could attend and let me know if there are any issues. I appreciate that this will take you away from your already busy schedule, however, your contribution will be invaluable and I very much appreciate your commitment and input.

The purpose of the workshop is to validate the draft To-Be in-scope finance processes including: key customers & providers, key metrics & turnaround times, process hand-offs and touch-points, responsibilities, and technologies. For clarify, during the workshop, we are not trying to prioritize improvement initiatives and opportunities, decide on specific technology solutions or determine desktop-level procedures.

Your role will be to share your detailed day-to-day and end-to-end process knowledge during the workshops. A meeting invitation from Janice Goodwin will follow with the location and time.

If you have any questions, please do not hesitate to contact me.

Workshop Follow-Up

As you know, XYZ Finance has engaged Chazey Partners to conduct design phase activates for the new Finance Shared Services organization. The goal is to identify how to support XYZ in a way that will drive sustainable, long-term growth.

As of last week, a number of key activities were completed including the To-Be Design process workshops. HR leadership appreciates everyone's time participating in these activities or maintaining operations to enable your colleagues to participate. The information you have shared so far has been very helpful, and we welcome additional feedback and ideas for the Chazey Partners team to consider in their assessment and recommendations. Please feel free to contribute your comments here. For more information, you may be interested in reviewing FAQs about the project.

After the design activities are complete, which is expected this month, I look forward to sharing outcomes and next steps with you. In the meantime, please do not hesitate to contact me with any questions.