



Ohio Shared Services

Associate Employment Experience

October 28, 2013

OSS Associate Workforce Plan

Purpose

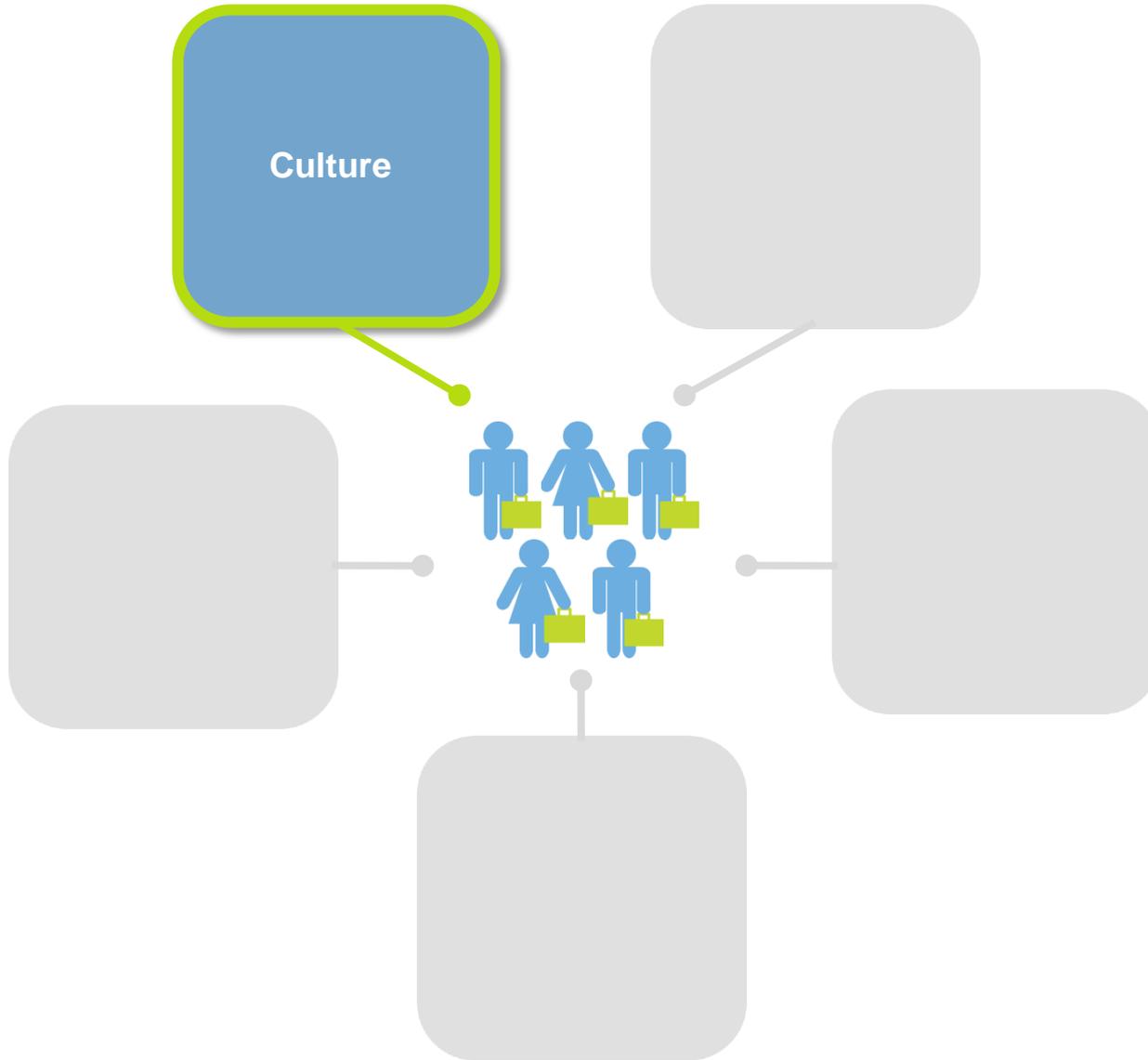
A workforce plan outlines how an organization will prepare employees for future state of operations.

Overview

The OSS Associate Workforce Plan outlines the activities that prepare OSS associates for their new role and enable them to succeed in the new shared services organization.



Agenda



OSS Mission & Vision

Mission

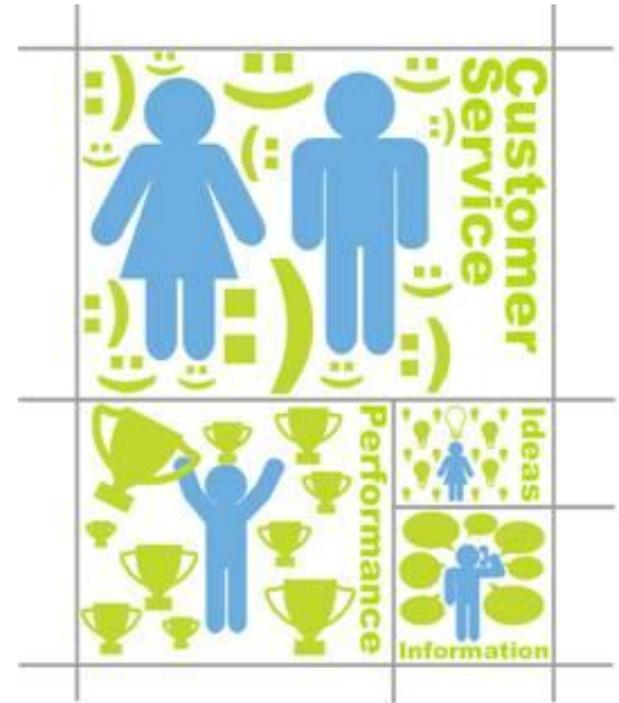
Execution, Efficiency, Customer Service

Ohio Shared Services executes administrative transactions for its customers while skillfully balancing efficiency and customer service to add value through lower cost and improved effectiveness. Our primary key to success is a highly motivated, top performing, self-directed workforce.

Vision

Best In Class, High Performing Public Service Entity

Ohio Shared Services is nationally recognized as a public sector pioneer that manages multiple business processes for a variety of public sector entities. It is recognized as best-in-class in serving its customers, in maintaining a high performance workplace and in recognizing employees as its most critical asset.



Self-Directed Work Teams (SDWTs) Overview

Definition

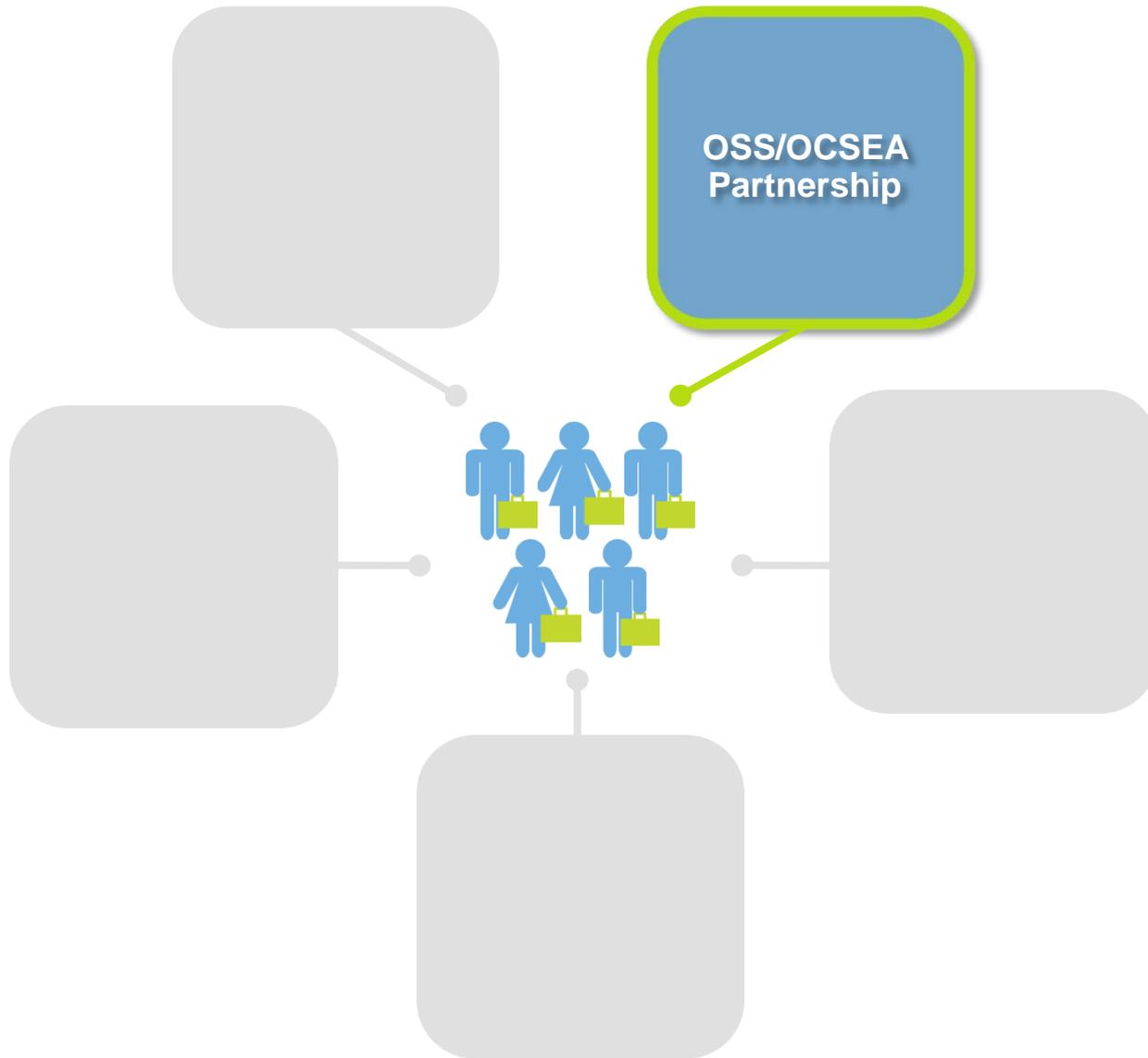
SDWTs are groups of employees who have day-to-day responsibility for managing themselves and the work they do with minimum direct supervision. Members of self-directed teams handle job assignments, plan and schedule work, make production and/or service-related decisions, and take action to address problems.

OSS SDWTs

- **Coordinate** team member work schedules, PTO, and out of office time
- **Allocate** work within team (with direction from team captain)
- **Determine** learning and development opportunities
- **Contribute** to team staffing decisions



Agenda



OSS and OCSEA Partnership

The OSS and OCSEA partnership empowers associates to participate in center advisory councils in order to continuously improve OSS.

OCSEA/OSS Partnership Committee

- Approve recommendations that deviate and innovate from the OCSEA contract with the State of Ohio and recommend them to OCSEA and OBM leadership and other appropriate State leadership
- Consider and provide feedback on non-contractual issues critical to the success of the center
- Create, charter, and populate work groups as necessary

Shared Services Associates Advisory Council

- Provide input on performance management process including review of individual and team measures used
- Recommend to the Partnership Committee the performance evaluation instruments, rating schemes, and implications of ratings

Continuous Improvement Advisory Council

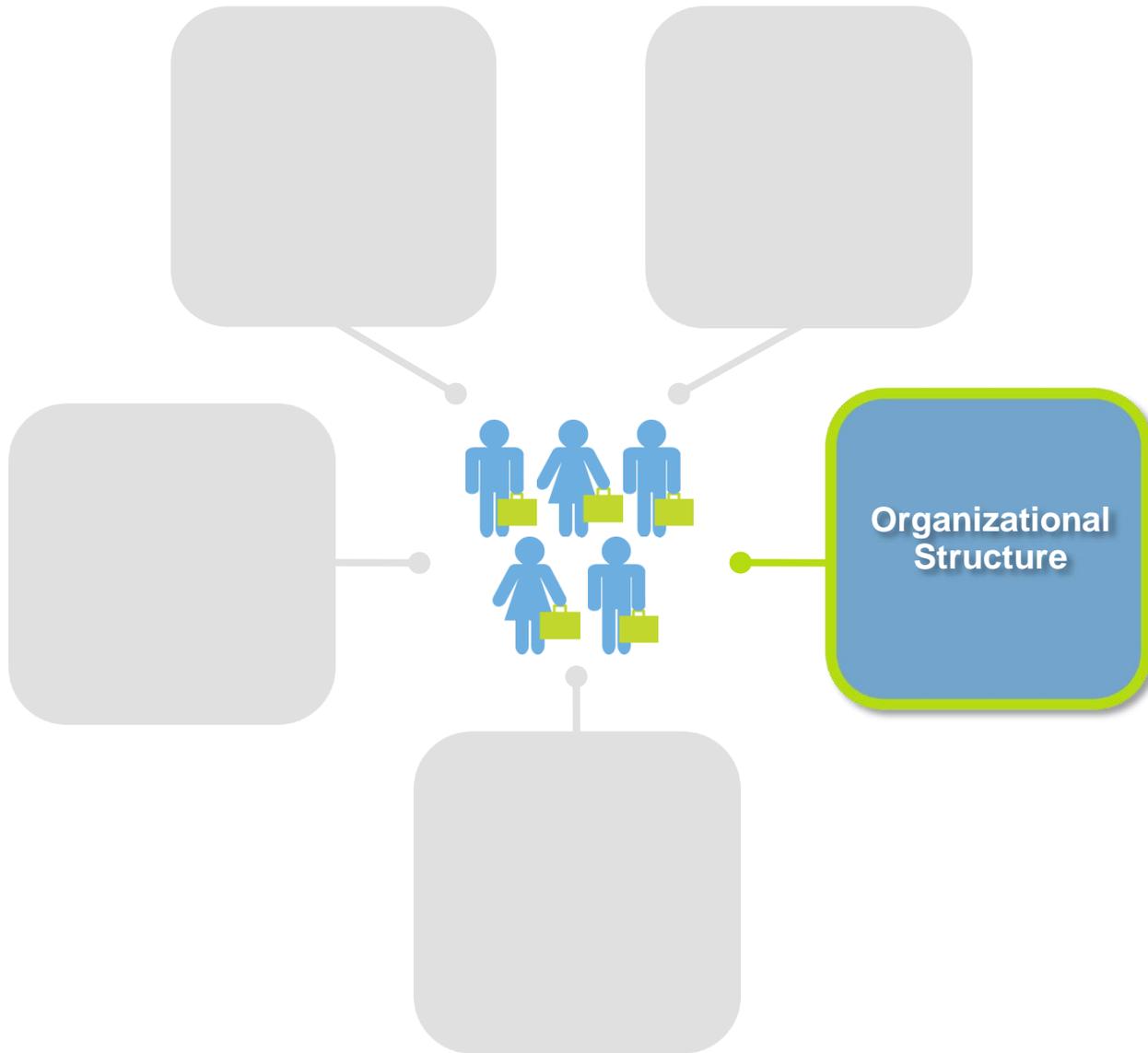
- Consider improvement opportunities/suggestions that impact overall OSS efficiency and effectiveness; provide input/recommendations to OSS leadership
- Recommend improvements for consideration by the OSS Process Council

Training & Development Advisory Council

- Assist OSS management in developing a well-skilled workforce
- Review training offerings and assure that they meet the needs of associates and the business

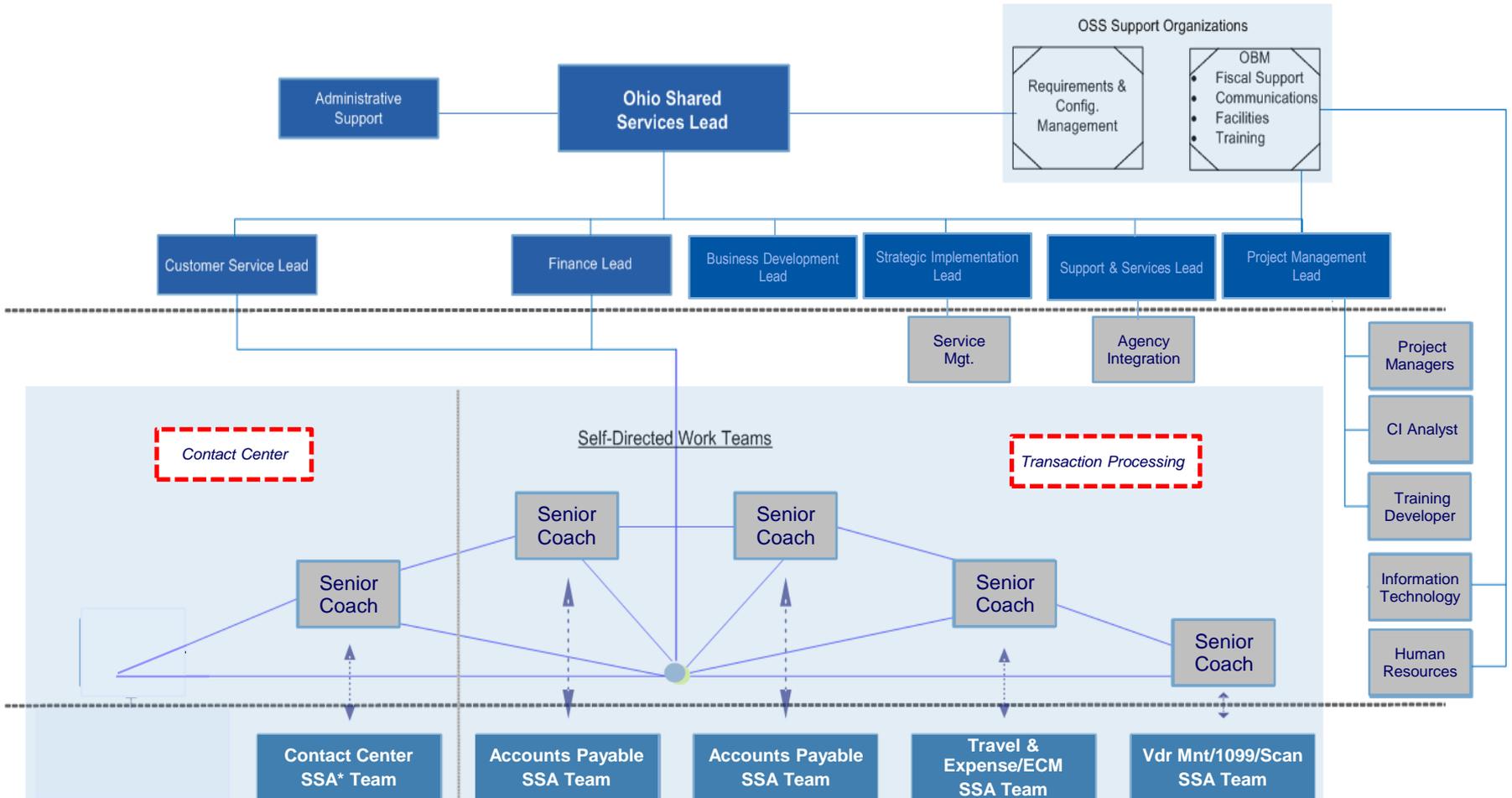


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OSS Organizational Structure

OSS is comprised of two segments: contact center and transaction processing.



* SSA: Shared Services Associate



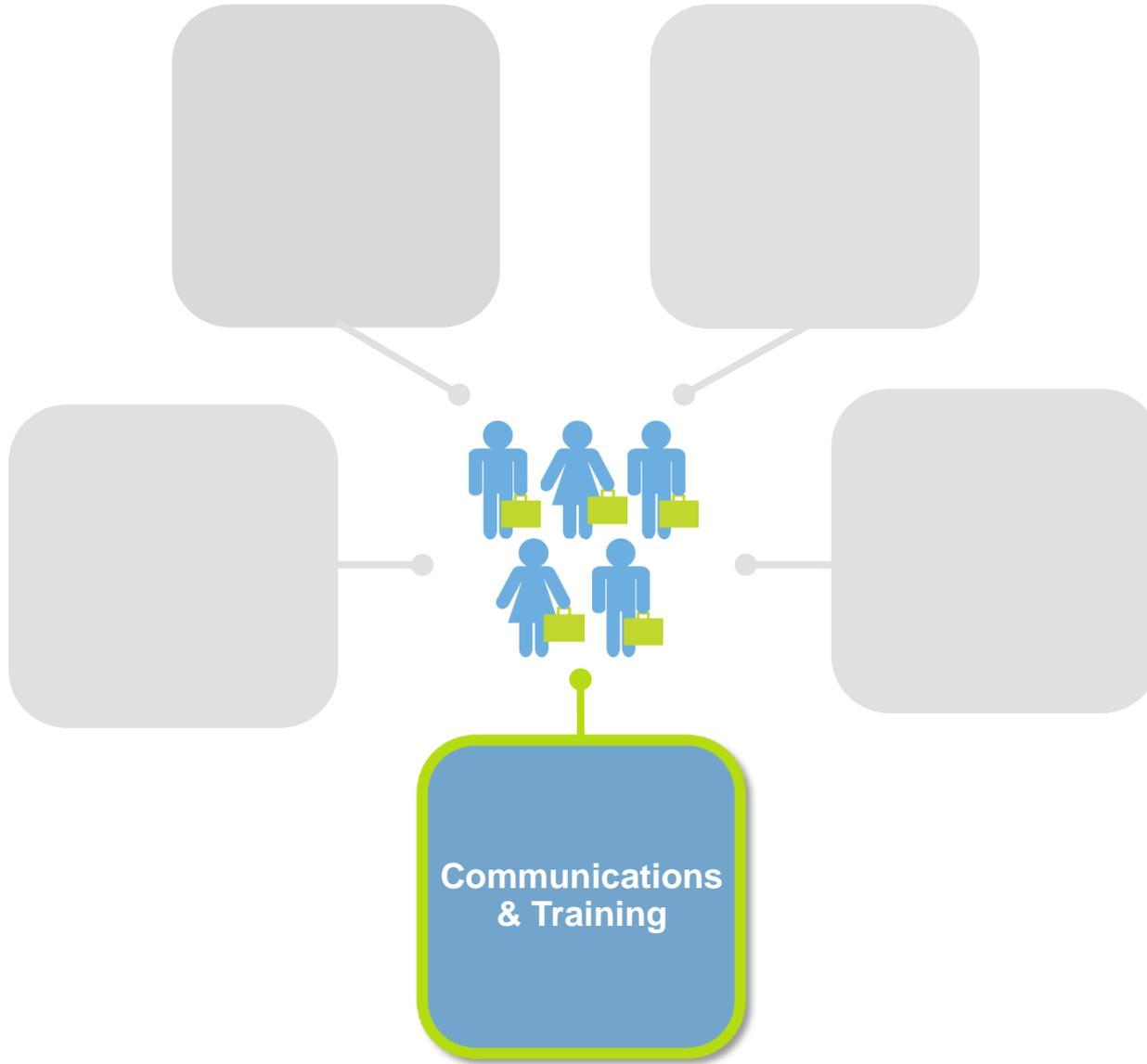
OSS Associate Teams and Responsibilities

OSS associates align to contact center or transaction processing teams. Outlined below are associate responsibilities:

Associate Type	Responsibilities
Contact Center	<ul style="list-style-type: none">▪ Monitor queues for inbound calls, e-mails, and faxes▪ Follow Service First philosophy in all customer interactions▪ Operate and access various systems to research responses▪ Escalate inquiries when necessary and assign cases to the transaction processing team when appropriate
Transaction Processing	<ul style="list-style-type: none">▪ Process P.O. and non-P.O. vouchers▪ Perform pre-audit activities for T&E reimbursement requests▪ Perform vendor set-up and vendor master data maintenance requests▪ Handle cases assigned from OSS Contact Center
All	<ul style="list-style-type: none">▪ Coordinate work schedules with associates, team lead, and coach▪ Document performance on weekly performance log▪ Initiate performance discussions with team captain and coach▪ Determine development needs and propose ideas to coach▪ May participate in OSS work groups▪ Attend daily Team Stand Up



Agenda



Communications & Training

OSS associates receive center communications and have access to training and employee development opportunities.

Internal Communications

- Town Hall
- Newsletter
- Interior signage (e.g., bulletin boards, flat screen monitors)
- OSS SharePoint
- Recognition and Celebration program

Training and Employee Development

On-boarding

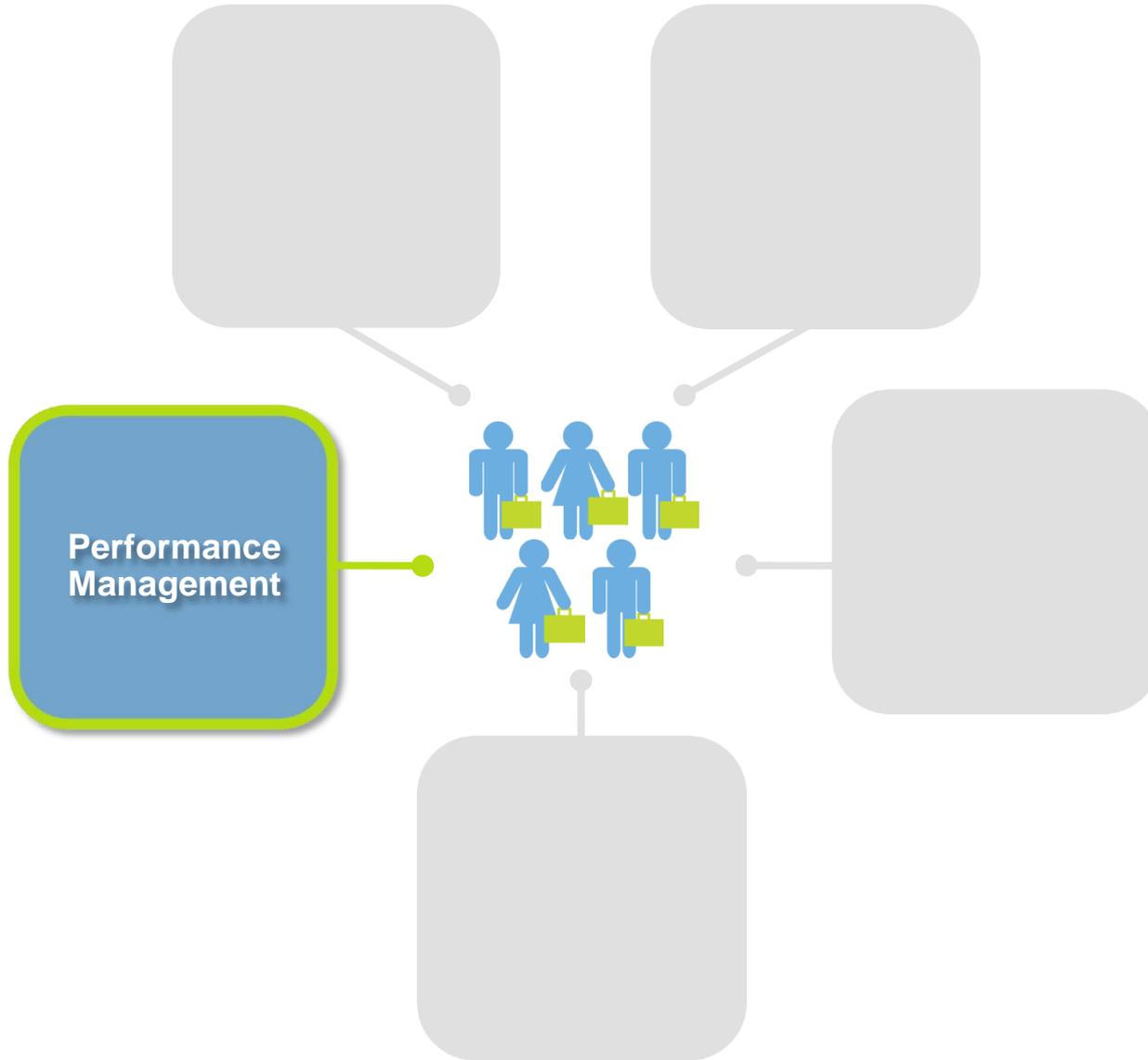
- **Culture**
 - Service First
 - Continuous Improvement
- **Process**
 - Contact Center
 - Finance
- **Systems**
 - Customer Relationship Management (CRM)
 - Enterprise Learning Management
 - Financials

Ongoing Learning and Development

- Provides an end-to-end process perspective
- Integrates into the performance management process
- Offers an opportunity to acquire skill blocks
- Provides leadership opportunities
 - Team lead position
 - Work groups

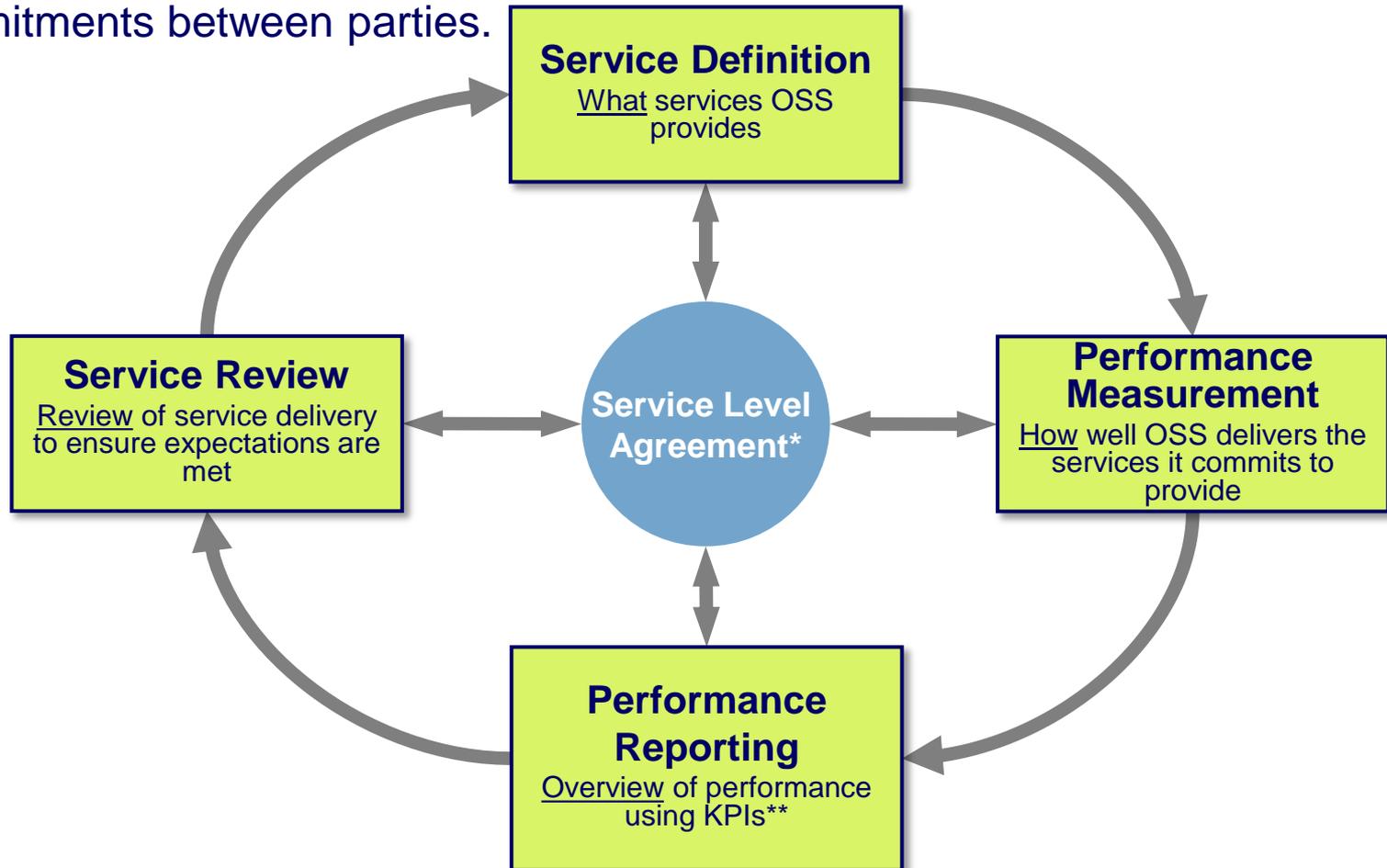


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OSS Center Performance

Center performance is measured by adherence to service level agreements (SLAs). An SLA is an agreement between OSS and each partnering agency that defines the services OSS will deliver and clarifies the split of responsibilities and commitments between parties.



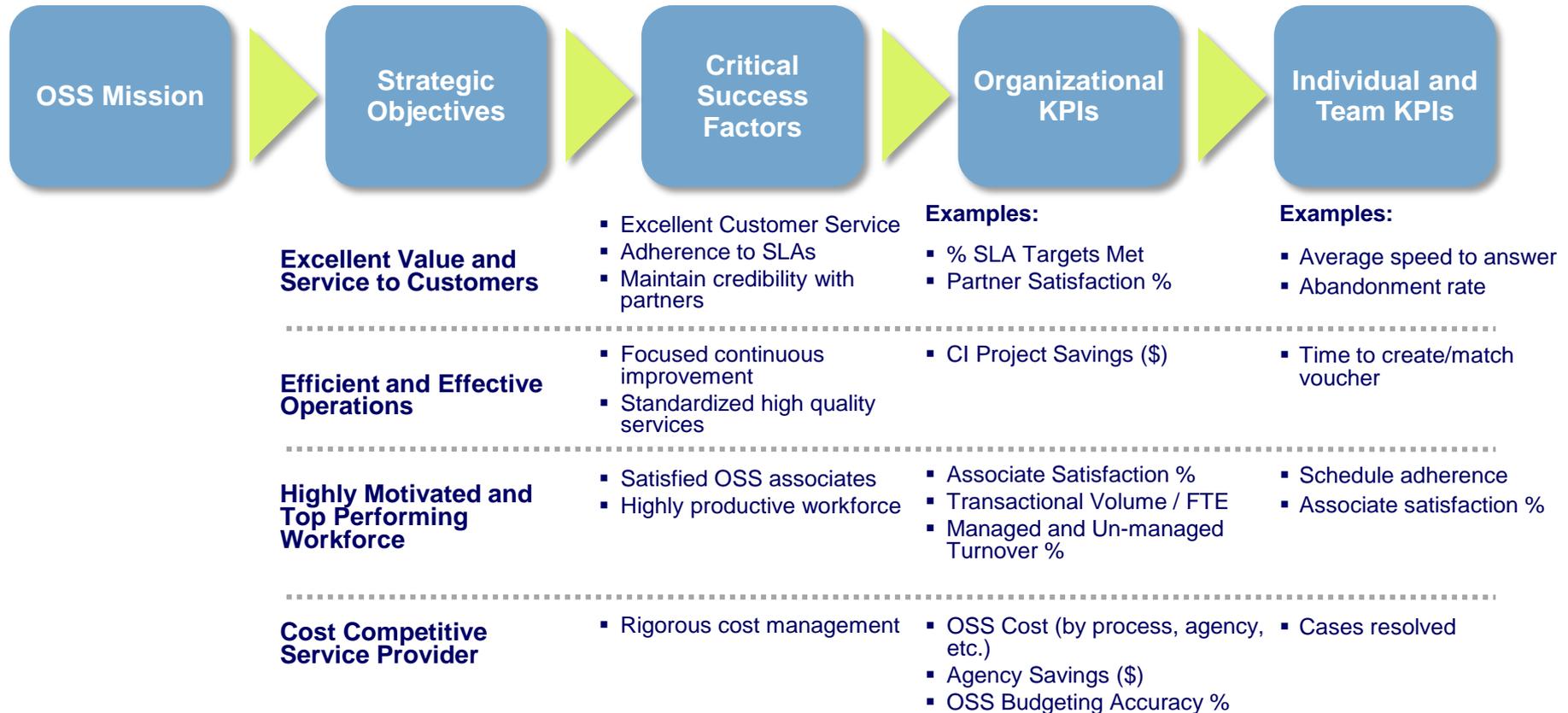
* See Appendix: OSS SLAs

** KPIs: Key Performance Indicators



OSS Individual Performance

Ohio Shared Services center performance and mission accomplishment depend on the performance of all employees.



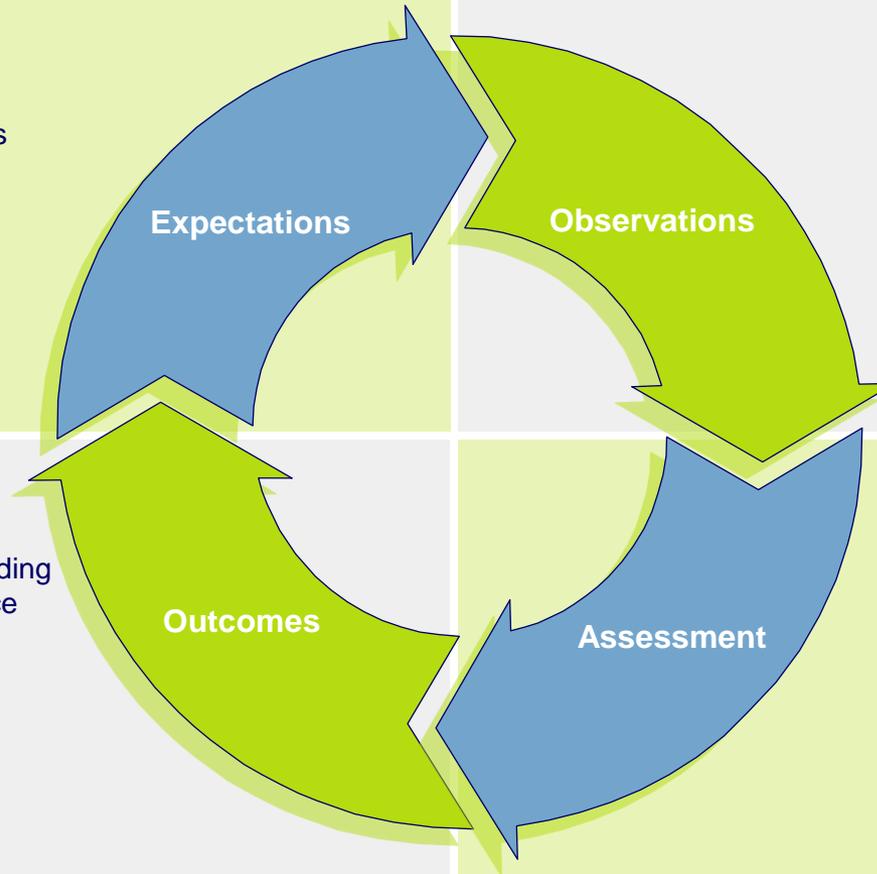
Performance Management Overview

Strategy

- Establish a culture of teamwork and high-performance
- Design adaptable support tools to meet OSS performance management needs

Ongoing

- Review and ensure understanding of associate competencies and target results



Ongoing

- Seek timely and relevant performance feedback for myself and team
- Use data and observations to identify personal strengths and areas for improvement
- Build my learning and development plan

Ongoing

- Receive recognition for outstanding individual and team performance
- Seek development support

Monthly / Quarterly

- Discuss my performance with my coach and seek his or her input
- Lead my quarterly review with my coach
- Agree on concrete steps to continue my learning and development



Appendix

- OSS Competency Model



Appendix: OSS Competency Model

