

## **Establishment of the Centralised Shared Services Division – Towards Enhancing Services Delivery in the Bank**

### **Introduction**

The Centralised Shared Services division (CSS) was established in 2012 as part of the Bank's continued efforts to enhance the effectiveness of the operations of its support services. This effort rationalised and consolidated a large number of common support services into one business division. By centralising these services under the CSS, significant improvements in organisational performance have been achieved with better decision-making processes, economies of scale and enhanced efficiency in the delivery of services. In addition, the establishment of CSS also provides for an autonomous operational structure, which focuses solely on the provision of support services and enables rapid assimilation of best practices, establishes more integrated business systems and allows for better talent management.

The CSS workforce comprises 615 personnel, who are organised into five functional departments, namely the CSS Management Office, Facilities Management Services, Hospitality Services, Security Services, and Museum, Art Gallery and Knowledge Management Centre Services. These departments provide 14 common services under the CSS, including facilities and events management, human resource administration services, security management and the operation of the Bank's Museum and Art Gallery. CSS provides a single point of contact for the delivery of these services, which promises more effective user relationship management and efficient utilisation of resources.

### **CSS Governance**

The oversight of the operations of the CSS is performed by the Operations Management Committee (OMC), which is chaired by a Deputy Governor and comprises senior officials of the Bank. To further enhance its effectiveness, the OMC includes external members who are professionals in the areas of finance, shared services and facilities management. While the OMC remains accountable to the Management Committee of the Bank, the governance structure provides significant autonomy to the OMC and the management of the CSS. The operations of the CSS is headed by a General Manager.

### **A Business Plan to Operationalise the CSS Division**

The CSS division has developed a three-year Business Plan, supported by Key Performance Indicators (KPIs) that focus on three objectives, namely, service excellence and effective stakeholder engagement; financial and operational efficiency and people management. The Business Plan also places emphasis on streamlining processes, increasing standardisation and introducing more automation, which is important in improving turnaround time and operational efficiency, as well as reducing the operating costs of the CSS. By implementing the strategic initiatives in the Business Plan, the CSS aspires to deliver the common services with a high level of professionalism that is supported by a dynamic work culture.

As the CSS is a new operating model for the Bank, its Business Plan and KPIs were communicated to both the staff of CSS and the rest of the Bank through a series of workshops and town-hall sessions. The increased awareness would facilitate staff of the Bank at large to adapt to this new operating model.

### **Performance-Oriented Culture**

As a provider of professional shared services, it is critical for the CSS management to develop a high-performance workforce with a user-centric mindset. On that basis, a comprehensive Service Level Agreement (SLA) is being introduced to articulate the expectations between CSS and its user departments, in terms of the specific services and performance standards. As a tool to monitor the

operations of the CSS and to develop more professional relationships with its users, the benefits of implementing the SLA for both the end user and the CSS include:

- Clarity in the roles and responsibilities of both parties, i.e. the CSS as the service provider and the departments as the users of its services;
- Basis for continuous improvements in the delivery of services to achieve a higher level of operational effectiveness and efficiency;
- Promote a culture of service orientation and meeting the needs of the user departments; and
- Basis for reviewing business priorities of the Bank and optimising the allocation of resources accordingly.

The first version of the SLA addressed a total of 32 sub-services based on 14 common services provided by the CSS. In conjunction with a common budgetary framework for the CSS, the SLA is expected to drive greater financial discipline in the acquisition of assets and the monitoring of expenditures.

Two key frameworks were also introduced to govern the operations of the CSS in the areas of financial management and governance for the procurement of assets by the CSS. The financial management framework aligns the CSS Operating Plan with the Bank's overall Business Plan to facilitate effective monitoring of financial resources. The governance framework aims to further strengthen the process with respect to the acquisition of assets by the CSS. This framework provides a dedicated structure of approving authority with well-defined roles and accountabilities for the CSS staff involved in asset procurement.

### **Change Management in Sustaining the Desired Change**

A change management programme was implemented concurrently to ensure that the transition was undertaken in an effective and timely manner with a supportive environment for a sustainable change in the roles, expectations and accountabilities in the CSS. The change management efforts included engagement sessions with different stakeholders, including personal interviews and group dialogues. A post-implementation review was also conducted nine months after the inception of the CSS to provide a better understanding of the motivation, values and challenges faced by the staff in CSS and to identify further interventions that may be required. The change management programme will continue to be an important part of the transformation, with continuous two-way communications to clarify expectations and accountabilities as part of the process.

### **Moving Forward**

As an autonomous division, the CSS has the potential to improve the level of professionalism in delivering support services and adopting new technologies and processes in a more seamless and cost-effective manner, as the services are delivered from common shared platforms. The end result expected is higher-quality services, increased productivity, more rewarding career progression opportunities, as well as more optimal use of resources in the Bank.