Management consulting for shared services

CGI

CGI's client experience and research shows that federal agencies are under increasing pressure to become digital organizations and meet rising expectations despite flat or reduced budgets. With rapidly evolving mission requirements adding to organizational stress, agencies need shared services to operate more efficiently and effectively and free up resources to support critical program priorities. CGI's management consulting team can help lead agencies through this transformation process.

The need for shared services

Accelerating budgetary pressure, combined with the strategic government-wide initiative to deliver equitable and secure federal services and customer experience, continues to place stress on federal financial management organizations to do more with less funding. CGI's shared services approach, which leverages over 40 years of experience supporting financial operations for federal agencies, provides the support and tools chief financial officers (CFOs) need to improve operational efficiency and lower the cost of meeting stakeholder needs and expectations.

The benefits of shared services

Improved efficiency and financial benefits	>	20-45% cost reduction
Reduce risk, improve compliance	>	Clear accountability
Customer benefits	>	Faster transaction response time
Employee benefits	>	Metrics-driven, high performance culture

Realizing the benefits of shared services

CGI develops shared services assessments to help customers identify their readiness and create the necessary steps for transitioning to a shared services environment. A recent project for a large civilian federal agency included visioning, design, preparation and implementation services for multiple customers looking to migrate all of their financials to a single shared services center.

After cycling through proven assessment, planning and implementation phases, CGI successfully moved 40 entities to multi-tenant, cloud-based solutions – a first for the federal government.

CGI management consulting services include financial management, operations strategy, business transformation, change management, program and performance management, IT advisory, and data, analytics and artificial intelligence.
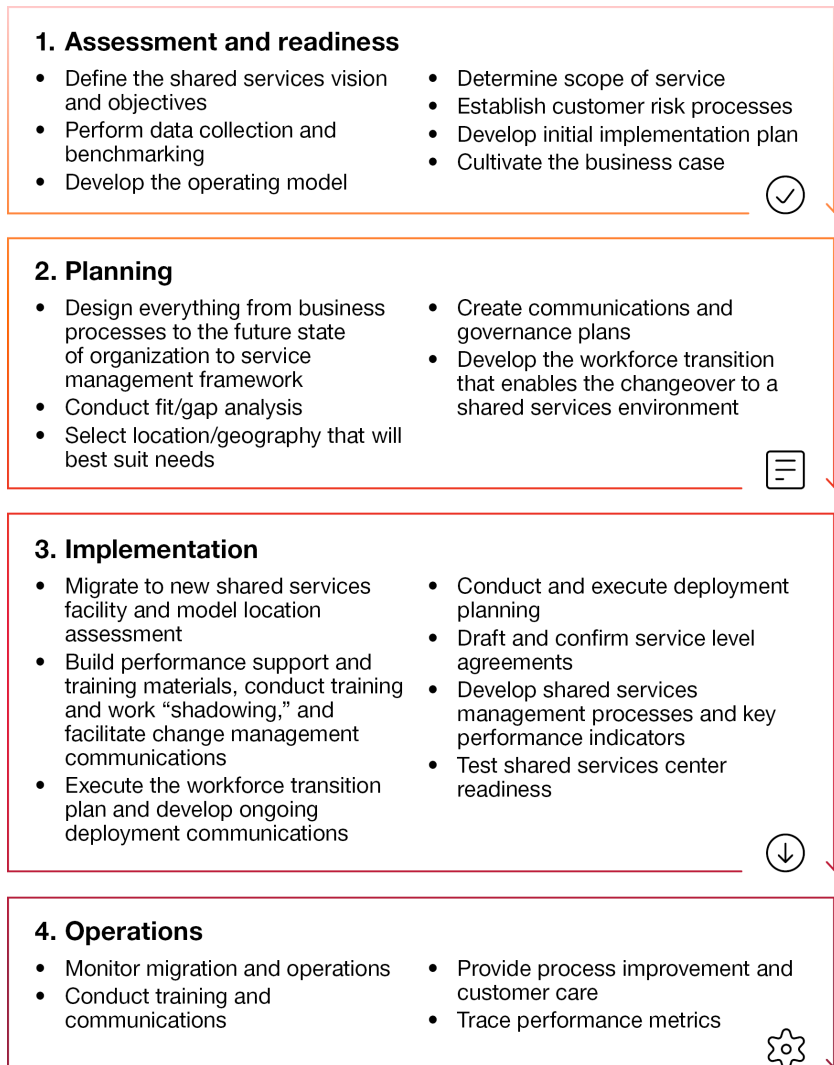
CGI helps agencies improve efficiency through assessment, planning and implementation of an optimal shared services model.

Why CGI?

One of the first key decisions involves an agency's intent and capability to become or migrate to a shared services provider (SSP). CGI helps organizations examine:

- The strategic benefits and drawbacks of becoming or moving to a SSP (including scope and level of effort)
- The agency's existing initiatives that the shared services model will have to accommodate if the agency makes the shift
- Agency capacity and service offerings (if the intent is to become a SSP)
- The best approach to manage the change
- Proven steps required to implement shared services
- Realistic service levels and economic benefits

As the agency considers and makes these key decisions, CGI helps agencies assess, plan and implement the right shared services solution. To accomplish this, CGI will follow our shared services maturity model:

1. Assessment and readiness

- Define the shared services vision and objectives
- Perform data collection and benchmarking
- Develop the operating model
- Determine scope of service
- Establish customer risk processes
- Develop initial implementation plan
- Cultivate the business case

2. Planning

- Design everything from business processes to the future state of organization to service management framework
- Conduct fit/gap analysis
- Select location/geography that will best suit needs
- Create communications and governance plans
- Develop the workforce transition that enables the changeover to a shared services environment

3. Implementation

- Migrate to new shared services facility and model location assessment
- Build performance support and training materials, conduct training and work "shadowing," and facilitate change management communications
- Execute the workforce transition plan and develop ongoing deployment communications
- Conduct and execute deployment planning
- Draft and confirm service level agreements
- Develop shared services management processes and key performance indicators
- Test shared services center readiness

4. Operations

- Monitor migration and operations
- Conduct training and communications
- Provide process improvement and customer care
- Trace performance metrics

CGI can provide agencies with the proven ability to expand the sharing of resources to improve operational efficiency and reduce costs by leveraging well-established techniques, tools and experience for a successful transition.

About CGI

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world. We are insights-driven and outcomes-based to help accelerate returns on your investments. Nearly 7,000 of our experts help the U.S. federal government achieve comprehensive, scalable and sustainable IT and business goals. We enable our clients to execute digital transformation, build the federal workforce of the future, achieve operational excellence, enhance citizen engagement and protect America's assets. As the federal government faces unprecedented challenges, we remain committed to enabling its success, using our deep understanding of clients' goals and mission-essential needs to provide consultative insights and develop solutions for maximum results.

For more information

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