

Minitrack title: Understanding and Managing Shared Services in Public-Sector Organizations

Track: E-Government

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DESCRIPTION

In an era of declining budgets and increasing demand for service delivery/quality, public-sector organizations are seeking for more effective and cost-efficient means of delivering services. One way to target these OECD-wide preconditions in the public-sector is through adopting shared services in these organizations.

Shared services is often referred to as independent organizational entities that provide well-defined services for more than one unit within an organization. However, a common accepted definition in literature and practice is not given. Shared services comes in a broad variety: it copes with service delivery from IT to HR or accounting to legal. The operation of shared services varies from country to country. Local initiatives prevail in, for example, Swedish government agencies or German municipalities whereas enterprise-wide initiatives are wider spread in Canada through the Canadian Shared Services Bureau or in the UK where shared services initiatives have been launched by the Cabinet Office.

Common for shared services is that they make use of advanced information and communication technology. Many services are information-intensive and delivered digitally to the customers. The use of advanced information and communication technology enables changes in business practices, processes, and the organizational form, which makes the shared services idea an excellent opportunity for studying IT-enabled organizational change on an applicable level.

In this minitrack we seek to enhance the understanding of shared services in public-sector organizations and how they are managed. We invite researchers to contribute with formal definitions or observations of common adoption patterns/configurations. We seek to better understand the dynamics behind the adoption of the shared services idea and its institutionalization in public-sector organizations. We are particularly interested in empirical findings with regard to the day-to-day business of shared services centers, how they are controlled and governed at operational, tactical, and strategic levels to ensure the accomplishment of the initial goals of cost reduction and quality enhancement.

SUGGESTED TOPICS

Contributed papers may deal with, but are not limited to:

- Adoption of shared services

- Comparative studies between private and public-sector shared services
- Configuration of shared services
- Definitions and classifications
- Descriptive studies on implementation
- Driving forces for implementing shared services
- Governance
- Institutionalizing shared services
- IT shared services in public-sector organizations
- Organizational aspects of shared services
- Organizational maturity of shared services
- Performance management/measurement
- Research implications on policy development
- Technological barriers and enablers for shared services