

# CHATHAM-KENT LAMBTON ADMINISTRATIVE SCHOOL SERVICES

Policy:	Shared Service Expansion
Reference:	CC-PO-001-2018
Adopted:	March 28, 2018
Revised:	



## **Policy Goal:**

It is the policy of Chatham-Kent Lambton Administrative School Services (CLASS) to seek out and explore shared service opportunities that are mutually beneficial for the Lambton Kent District School Board and St. Clair Catholic District School Board.

## **Policy Statement:**

The Boards recognize the benefits of collaboration and leveraging their shared services organization to provide value for their stakeholders.

CLASS is committed to providing high value service through standardization, enhancements, efficiencies and cost effectiveness. CLASS has enacted this Policy in furtherance of such principles.

## **Preamble:**

CLASS is a joint venture between the Lambton Kent District School Board and the St. Clair Catholic District School Board.

CLASS is equally owned by the Lambton Kent District and the St Clair Catholic District School Board who mutually benefit in the provision of shared services. CLASS is comprised of various different departments including Student Transportation Services, Community Use of Schools, Child Care Services and Energy & Environmental Services.

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## Policy Guidelines:

### 1.0 Introduction:

The CLASS Operations Committee is responsible for the identification and evaluation of potential shared service expansion opportunities. Requests for evaluation of potential shared service expansions may be directed by the CLASS Board of Directors.

### 2.0 Guiding Principles:

Shared services provided by CLASS are intended to be mutually beneficial and a collaboration of equal partners. The guiding principles for consideration when examining shared service expansions include, but are not limited to:

- **Service Enhancements**
- **Efficiency Improvements**
- **Cost Effectiveness / Savings**
- **Risk Levels**
- **Timing / Fit for Board Conditions**
- **Equity for Boards**
- **Legislative / Government Mandate**
- **Return on Investment**

### 3.0 Evaluation Stages:

To ensure potential opportunities are appropriately considered without creating an unnecessarily cumbersome process, the evaluation process has three progressively detailed stages:

- I. **Initial Consideration:** The CLASS Operations Committee from time-to-time will discuss potential shared service expansion opportunities. These discussions may arise out of changes within either Board, Provincial direction, identified needs or through strategic planning. Members of the Operations Committee are responsible for candidly discussing the pros / cons and concept feasibility of new opportunities.

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In the event of consensus that a service opportunity presents reasonable probability of success and should be explored further, the Operations Committee will instruct the CLASS General Manager to proceed to the next stage of evaluation.

Service expansion opportunities that do not present a reasonable probability of success will not proceed beyond this initial consideration stage. Expansion opportunities that do present value at this stage, but timing may not be suitable for the Boards, will stop at this stage and reviewed again in future.

- II. **Internal Stakeholder Input:** In the spirit of transparency and collaboration, the second evaluation stage includes an expanded stakeholder feedback component. Upon a favorable assessment in the first evaluation stage the General Manager will create a report that provides an overview of the service scope and projected benefits.

The Operations Committee members will take the report to their respective Senior Administration committees for further consideration. This second evaluation stage may include additional reports or discussions as the broader stakeholder groups assess the overall value and impacts of the potential new shared service opportunity. This stage provides a critical internal stakeholder perspective that can be included in the evaluation process.

If the Senior Administration groups agree that a service opportunity presents reasonable probability of success and should be explored further, the Operations Committee will instruct the CLASS General Manager to proceed to the next stage of evaluation.

Expansion opportunities that are not supported by the Senior Administration groups will be referred to the CLASS Operations Committee or Board of Directors for further discussion.

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III. **Feasibility Study / Business Case:** Shared service expansion opportunities that have progressed through the first two stages of evaluation must next be formally documented in greater detail. In this final stage before formal approval, the General Manager will create a feasibility study / business case that details key elements including, but are not limited to:

- Current Situation
- Scope of Shared Service
- Market Comparatives (if available)
- Value Proposition
- Impact Assessment (CLASS, Boards, other Stakeholders)
- Projected Costs
- Risk Assessment
- Implementation Plan
- Recommendation

## **4.0 Implementation Approval:**

Before proceeding with launching a new shared service, the CLASS Operations Committee will bring forward the Feasibility Study / Business Case with a recommendation to proceed to the CLASS Board of Directors. The CLASS Board of Directors are responsible for the final approval to proceed with implementation.

Upon approval, the CLASS General Manager will proceed, under the direction of the Operations Committee with rolling out implementation.