

# 11. (State government only) What is the status of shared services in your state?

- 35% A. Have implemented for IT and other services such as accounting, personnel, legal
- 12% B. Have only implemented for IT
- 30% C. Plan to implement for IT and other services such as accounting, personnel, legal
- 4% D. Plan to implement for IT only
- 19% E. We don't know how to play nice and share

12. For those who have implemented or plan to implement shared services what is the most significant result you expect to achieve?

22% A. Operational cost reduction

23% B. Improved efficiencies

31% C. Improved quality of service

11% D. Standard business policies and procedures

14% E. Induction into the Shared Services Hall of Fame

# 13. (State government only) Who is leading the shared services initiative in your state?

**21%** A. The Governor

**44%** B. The CIO

**15%** C. Secretary of Dept. of Administration

**10%** D. State Comptroller

**3%** E. Legislature

**3%** F. Other Public Official

**3%** G. Not implementing shared services

14. (State government only) What do you perceive to be the most significant barrier when considering implementing a shared services model in your state?

8%

A. Lack of senior level support

24%

B. Lack of buy in at the agency level

7%

C. Revamping charge back models to support shared services

51%

D. Agencies desire to remain autonomous

10%

E. Gaining consensus on common policies, practices and procedures