

## **Managing Change: Staff Survey To Guide Re-Organization with a Shared Services Lens**

Shared Services is a capacity-building strategy that can be used to strengthen management among a network of centers or homes – including sites that are currently under one “multi-site” non-profit or taxpaying business, as well as a newly formed Alliance of centers and/or homes that currently operate independently.

Reorganizing a multi-site entity using Shared Services principles helps the organization achieve greater capacity to deliver high quality care, in two ways:

Economies of Scale – reduces costs, and reduces time on task and errors

Economies of Specialization – strengthens staff capacity

- Centralized staff increases expertise, efficiency, accuracy
- Program leaders focus on teaching and learning
- Professionals focus on what they like to do and do best

A [step-by-step guide to re-organizing an existing multi-site center](#) using Shared Service principles, available on the [Opportunities Exchange website](#), identifies several steps in the re-organization process, one of which is a careful review of the human resources currently available in your organization. Do you have site directors that really enjoy the business side of things, and others who prefer to roll up their sleeves and work closely with teachers and children? Shared Services is rooted in the concept of specialization, that is, allowing staff to focus on what they do best and most enjoy.

Conducting a brief survey of your staff, aimed at helping you learn more about their interests, can provide helpful information to inform re-organization. Below are some questions that one child development program found helpful when they sought to restructure staff using a Shared Services framework.

### **Center Administrative Survey**

1. What makes you passionate about the work you do for children and families?
2. When you get up in the morning if you could pick what you would spend the majority of your day doing what would it be? What would you spend the least amount of your time doing?
3. What are you really good at?
4. What are you not so good at?
5. What are you good at that you don't like to do?
6. If you could do anything within the corporate structure to improve quality for child and family outcomes, what would it be?
7. What gets in the way of accomplishing the things you set out to do?
8. What needs to be happening for children that isn't happening now?
9. What needs to be happening for families that isn't happening now?
10. What needs to be happening for staff that isn't happening now?
11. If you could change anything about your job what would it be? THINK BIG!