

Frances Perkins
Building



United States
Department
of Labor

CONTINUING THE DRIVE TOWARD SHARED SERVICES

DOL Enterprise-wide Shared Services (ESS) Initiative

DECEMBER 2020



AGENDA

Continuing the Drive toward Shared Services

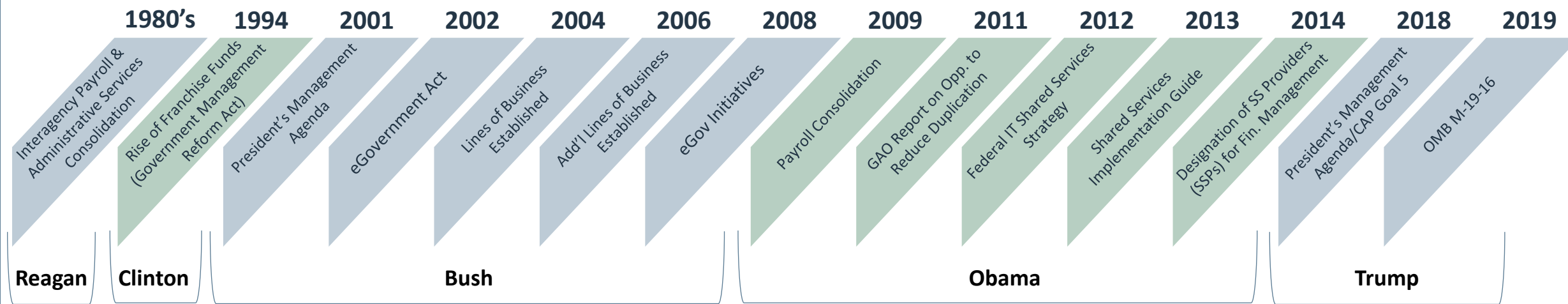
- *Shared Services is Good Business*
- *Utilize the Momentum*
- *Continual Improvement & New Opportunities*

DOL's Shared Services Past, Present & Future

Discussion & Next Steps

OMB AND FEDERAL GUIDANCE CONTINUE TO DIRECT AGENCIES TOWARD SHARED SERVICES SOLUTIONS

The federal government's transition to shared services spans multiple administrations over the last few decades



HISTORY REMINDS US THAT:

- Shared Services *IS NOT* a New Concept
- Shared Services *IS NOT* Political
- Shared Services *IS* Good Business...and Good Government

CONTINUING THE DRIVE TOWARD SHARED SERVICES: UTILIZE THE MOMENTUM

As we approach a transition of executive leadership, the components of the federal shared services initiative will act as a springboard for continued momentum forward

Federal Policy

- OMB Memorandum M-19-16, “Centralized Mission Support Capabilities for the Federal Government”
- GSA Shared Services Solutions

Collaboration & Networking

- Shared Services Leadership Coalition
- CXO Councils
- Shared Services Summit
- And More!

DOL'S SHARED SERVICES "PAST": MULTIPLE FACTORS DROVE SHARED SERVICES AT DOL TO IMPROVE EFFECTIVENESS AND STREAMLINE THE DELIVERY OF ADMINISTRATIVE SERVICES

WHAT

Initiative to enhance the delivery of administrative functions at the Department of Labor to improve efficiency and allow the agency to prioritize mission work

WHY

Stems from significant Federal mandates, directives and memos including:

- **Executive Order 13781**: Comprehensive Plan for Reorganizing the Executive Branch to Improve the Efficiency, Effectiveness, and Accountability of Federal Agencies
- **Memorandum M-18-26**, Shifting From Low-Value to High Value Work
- **Memorandum M-19-16**, Centralizing Mission Support Capabilities for the Federal Government
- **Federal Information Technology Acquisition Reform Act (FITARA)**
- **Secretary's Order**, Enterprise Shares Services

WHEN

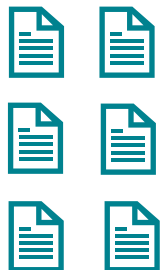
- Launched in April 2018
- Transition scheduled to be completed by September 2020

HOW

1. Engage stakeholders
2. Analyze the current state
3. Design future state with a centralized authority
4. Plan a detailed phased transition including staffing, processes and funding determinations
5. Implement the transition plan

DOL CURRENT STATE – PRE-SHARED SERVICES (2018)

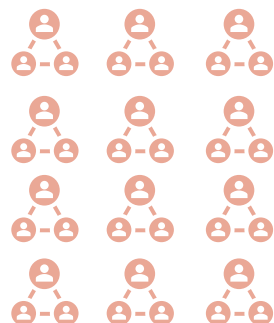
6+ Directives & Memorandums



16+ Unique Stakeholder Groups*



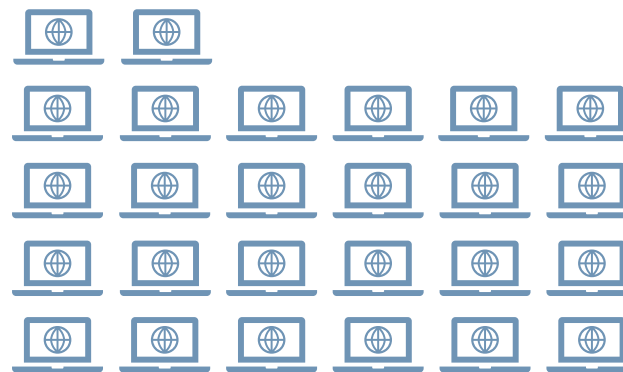
12 DOL Human Resource Offices



10 DOL Procurement Offices



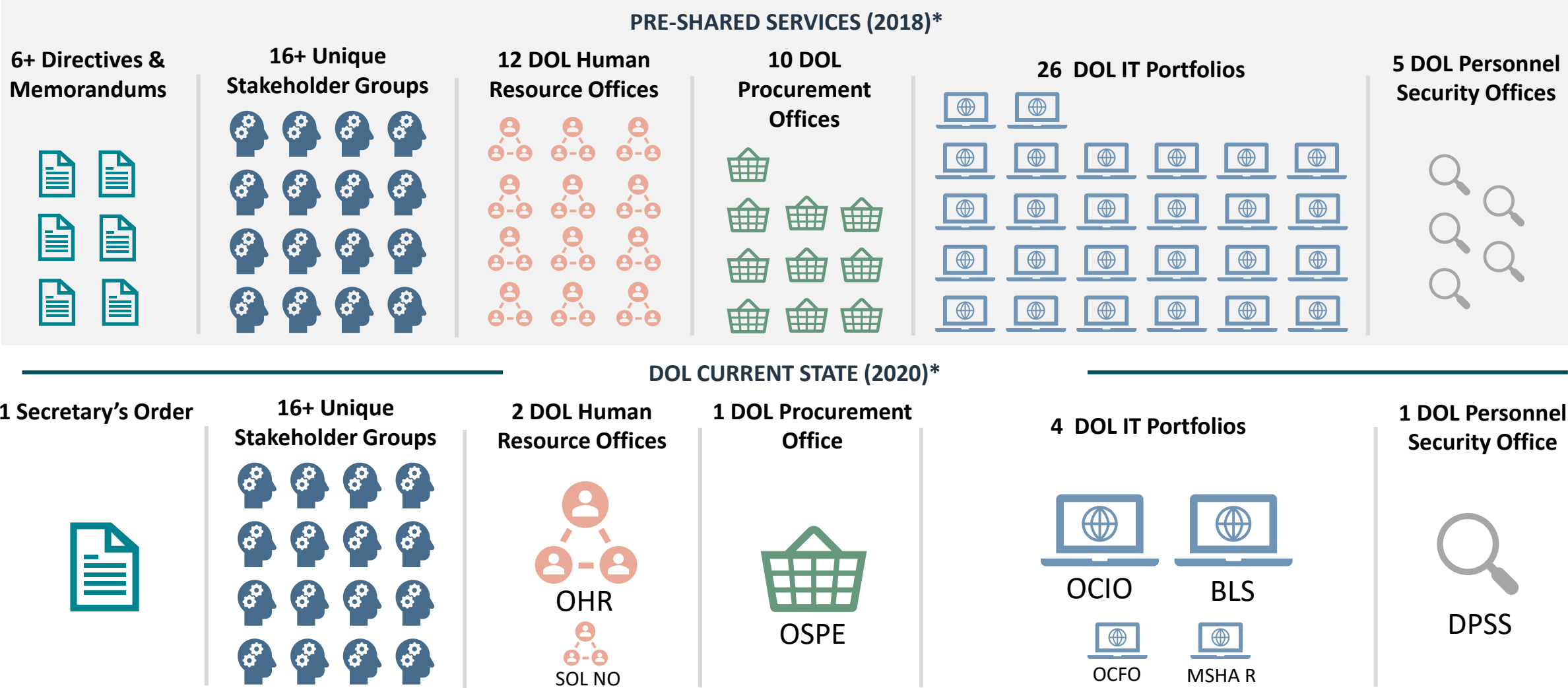
26 DOL IT Portfolios



5 DOL Personnel Security Offices



DOL'S SHARED SERVICES "PAST" TO "PRESENT"



DOL'S SHARED SERVICES "PRESENT": STAFF FEEDBACK

While DOL shared services is still less than a year old in most functional areas, significant results have demonstrated the positive impact on delivery in service to client agencies

ESS LEADERSHIP FEEDBACK

To incentivize a customer-centric attitude starting with leadership- Agency/Customer leadership were asked to provide feedback on the CIO, CHCO, SPE, and Director of Security's annual Performance Appraisals. Their feedback is considered by the Rating Officials.

The SPE **personally attended meetings** on **critical projects** and followed up with emails and action items. He ensured that **quality staff** worked on **key procurements activities**. He was available to handle difficult questions.

- Procurement Customer

The CIO has done a **phenomenal job** during the course of the year. The CIO is a **seasoned professional** that shows concern for his colleagues and the work they perform. His ability to remain **calm and professional** throughout the COVID-19 pandemic has inspired **trust and confidence**, and challenges others to **go beyond what is expected**.

- IT Customer

GOVERNANCE FEEDBACK

Six Governance Boards help the functions share progress with agency leadership and discuss their feedback:

1. ESS Governance Board
2. HR Governance Board
3. IT Investment Review Board
4. IT Performance Review Board
5. Enterprise Architecture Review Board
6. Procurement Governance Board

"Kudos! We have had a lot of the reorganizations mentioned and Position Classification and Position Management has been really **amazing** in all that we've thrown at you in these **short time frames**, and you really came through- thank you so much!"

- HR Customer

"Wanted to thank the Procurement team, we had an **excellent FY**. Our biggest **success** was a massive construction project, we are modernizing the academy and the labs- everyone involved did an **excellent job** and continue to provide **great support**."

- Procurement Customer

DOL STAFF FEEDBACK

Shared Services functions pursue DOL staff input via DOL-wide surveys, communication channels, and OASAM staff events such as:

- OASAM Customer Satisfaction Survey
- ESS Inbox and Yammer Accounts
- OASAM All Hands Meeting

"Cross Agency **collaboration** can only build on the **success** of our **culture, progression, and growth**. I am very happy with Shared Services!!"

"**Great experience**. More **consistent** policy and procedures. **Better reporting structure** and **more flexibility** in adjusting resources as needed."

"**Great** getting the **experiences** and **ideas** from the staff joining our team from other agencies."

DOL'S SHARED SERVICES "PRESENT": CUSTOMER SATISFACTION SURVEY FEEDBACK

Service Area	Total Respondents	Specific Quality Ratings					Overall Rating
		Responsiveness	Knowledgeable	User Friendliness	Professionalism	Demonstrated Team-work	
Information Technology	1303	4.29	4.27	4.30	4.40	4.26	4.30
Human Resources	1046	4.11	4.17	4.17	4.31	4.14	4.18
Security & Emergency Management	828	4.35	4.37	4.38	4.41	4.36	4.38
Procurement	295	4.03	4.03	4.03	4.15	4.01	4.05

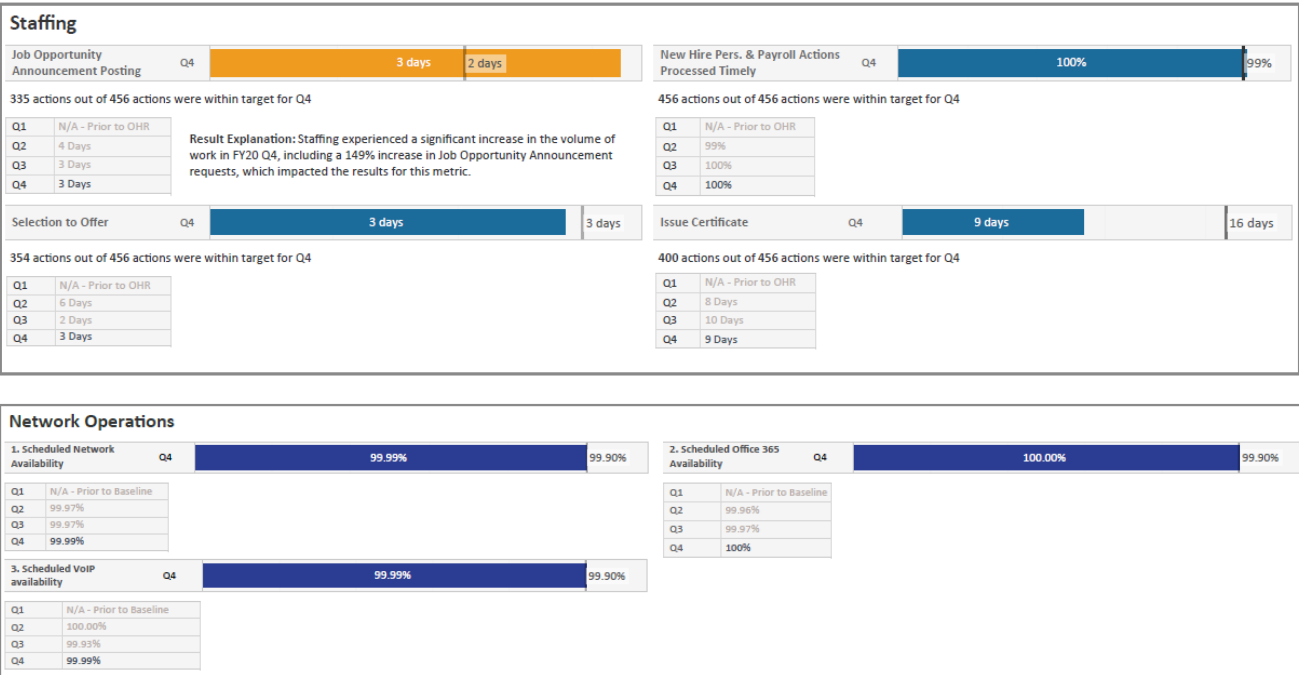
Legend

Strongly Agree	4.50-5.00
Agree	3.50-4.49
Neither Agree nor Disagree	2.50-3.49
Disagree	1.50-2.49
Strongly Disagree	1.00-1.49

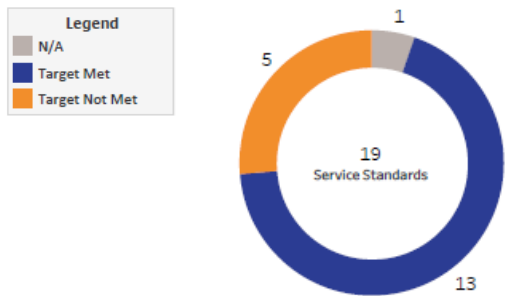
DOL'S SHARED SERVICES "PRESENT": PERFORMANCE TRACKING AND REPORTING

The Shared Services organizations, in collaboration with customers, negotiated 21 Memorandums of Understanding and established 82 Service Level Agreements (SLAs) and continuously track performance against these standards. Quarterly performance reports enhance customer transparency and deliver on an ongoing commitment to service delivery.

- Quarterly Service Level Agreement Reports include:
- Summary of overall performance against standards
 - Detailed explanations for any unmet metrics
 - Glossary of terms and measures



EXAMPLE
SNAPSHOT OF
OVERALL
PERFORMANCE



SELLING SHARED SERVICES TO FUTURE ADMINISTRATIONS

The DOL Shared Services Team is working to develop materials for incoming leadership to provide context on the value-add to the Department's mission to date, with additional progress anticipated in the future

✓ **Shared Services Value Proposition:**

- Updating preliminary cost-benefit analysis conducted at the beginning of the initiative with updated information gathered to date (e.g., cost savings, cost avoidance, risk mitigation, and improved service delivery) to identify value realized by shared services implementation
- Continuing to share quarterly performance metrics with client agencies, and including strategic performance discussions with functional governance bodies

✓ **Optimize Existing Services:** Working with each of the functional organizations to implement business process re-engineering and continual improvement activities to further mature functional services (e.g., SOPs, customer guides, automated workflows, focus groups, customer satisfaction surveys, and more)

✓ **New Opportunities at DOL:** Identifying opportunities for additional economies of scale through future consolidation or outsourcing efforts (e.g., DOL transit subsidy services, DOL contact center consolidations, financial management/debt collection consolidation, and grants close-out activities), and developing preliminary proposals for incoming leadership

Keys to Longevity:

- ✓ Consistency
- ✓ Standardization
- ✓ Accountability
- ✓ Economies of Scale
- ✓ Cost Savings
- ✓ Risk Mitigation

DISCUSSION & NEXT STEPS

