



ENTERPRISE
SERVICES

Department of Commerce
Enterprise Services

**Designing, Building, and
Optimizing HR Shared Services
in the Federal Government**

January 27, 2018

Program Mission & Vision

OUR MISSION

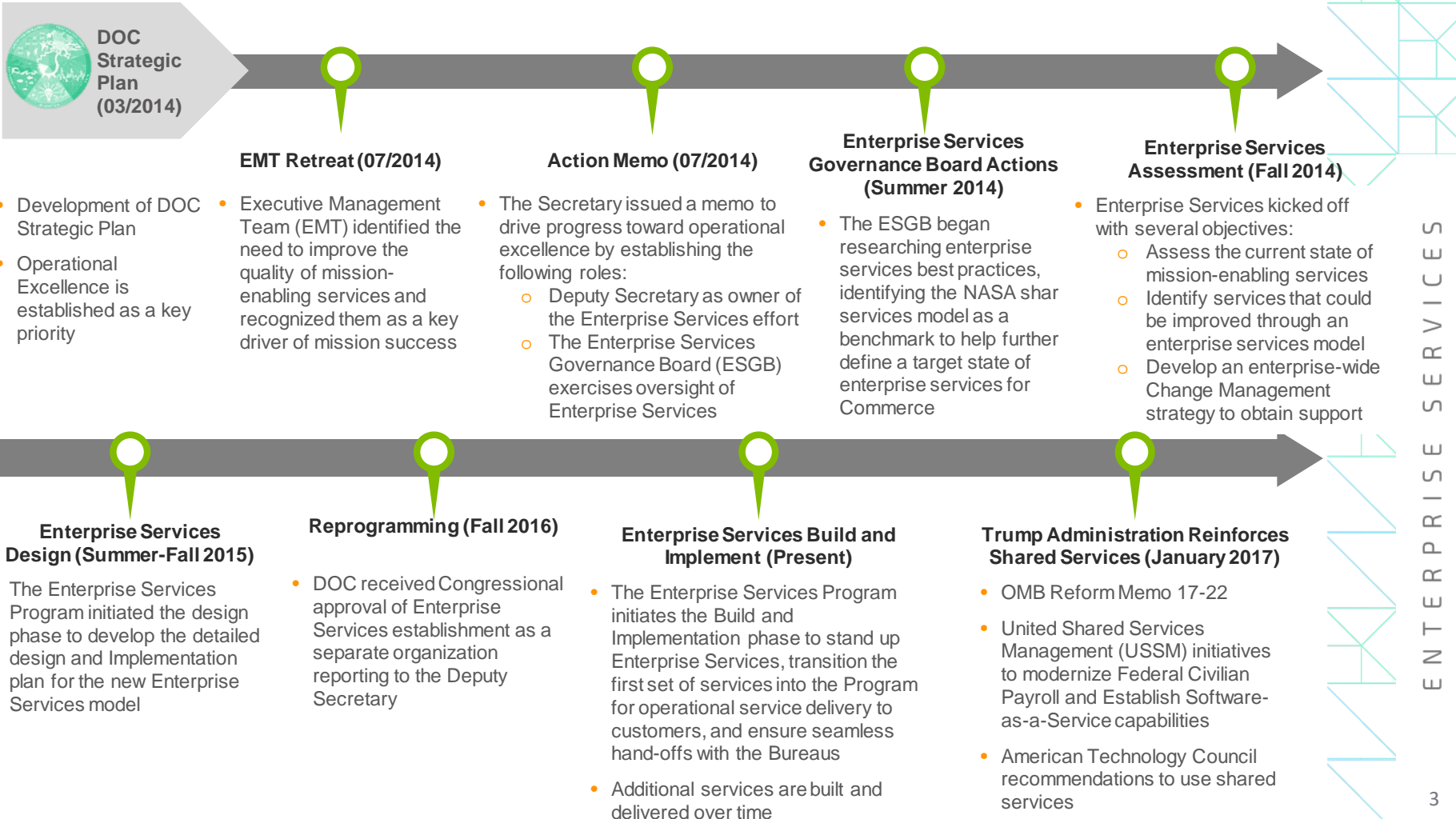
“To provide innovative, data-driven, and customer-centric services that enable our Commerce colleagues to dedicate themselves wholly to creating the conditions for economic growth and opportunity in America.”

OUR VISION

“To establish the Department of Commerce as the most effective and responsive organization in the Federal government by providing the tools and services our Commerce colleagues need and deserve to exceed their mission objectives.”

Enterprise Services Program Timeline

To better support the critical missions of its Bureaus, Department of Commerce (DOC) embarked on the path to Enterprise Services. The historic implementation of Enterprise Services began in 2014 with the goal to improve mission-enabling services and support operational excellence.



Enterprise Services Benefits

The Enterprise Services design focuses on addressing the issues determined in the baseline assessment, and enables improvements to customer experience, performance management, mission focus, and operational costs.

Enhance Customer Experience

- Increase overall customer satisfaction through the efficient delivery of high-quality services
- Provide transparency into action status and outstanding requests
- Resolve issues efficiently and quickly
- Empower customers with direct access to real-time information

Improve Performance Management

- Increase service transparency, accountability, and informed decision making
- Increase ability to monitor and manage service quality
- Continuously improve services

Strengthen Mission Focus

- Increase Bureau employees' focus on strategic activities instead of transactional tasks
- Establish greater partnership between the business and mission-enabling services to create value for the mission

Reduce Operating Costs

- Reduce operating costs due to economies of scale, scope, and geography
- Drive value through cost avoidance
- Eliminate duplicative efforts
- Establish greater process and cost transparency and accountability

90%

of government professionals across multiple agencies saw cost reductions using shared services¹

75%

of Fortune 500 companies and many governments world-wide use a shared services delivery model to improve performance, drive efficiencies, and cut costs²

70%

of government professionals across multiple agencies witnessed sharper service¹

“Shared services drives the government to be more effective and efficient”³

– Office of Management and Budget

Sources:

¹FY15 Q4 YTD Hiring Timeline, Department of Commerce; 3,564 hiring actions complete

²According to 2016 ESO Business Case

³According to Consolidated IT Systems List

Current Scope of Enterprise Services

Although ES was originally scoped to include services in all four towers of mission-enabling services (IT, HR, Acquisition, and Financial Management), currently only HR, Acquisition, and limited IT services are in scope.

Enterprise Services

Information Technology

Buy



- ✓ Printing
- ☐ Customer Relationship Management
- ☐ Limited Identity Access Management

Potential Additional Services

- Full Identity Access Management
- Help Desk/Desktop Support
- Network
- VTC
- Email
- Asset Management
- Audio Conferencing
- Cloud Services
- Data Center Services
- Records Management
- Mobile Application & Device Management

Human Resources

Buy



- ✓ Personnel Action Requests
- ✓ HR Connect O&M
- ✓ Learning Management System O&M
- ☐ Compensation & Benefits Processing
- ☐ Talent Acquisition
- ☐ Retirement Processing
- ☐ Performance Management
- ☐ Separation Management
- ☐ HR Development
- ☐ Workforce Planning & Analysis
- ☐ Organization & Position Management
- ☐ Employee Relations

Acquisition

Build



- ✓ Core Services
 - ✓ Order Processing for Strategic Acq Services & Common Buys
 - ✓ OS/Customer (BIS and ITA) Full Life-Cycle Support
- ✓ Strategic Sourcing Initiatives
- ☐ Value-Add Initiatives
 - ☐ COR Services

Financial Management

TBD

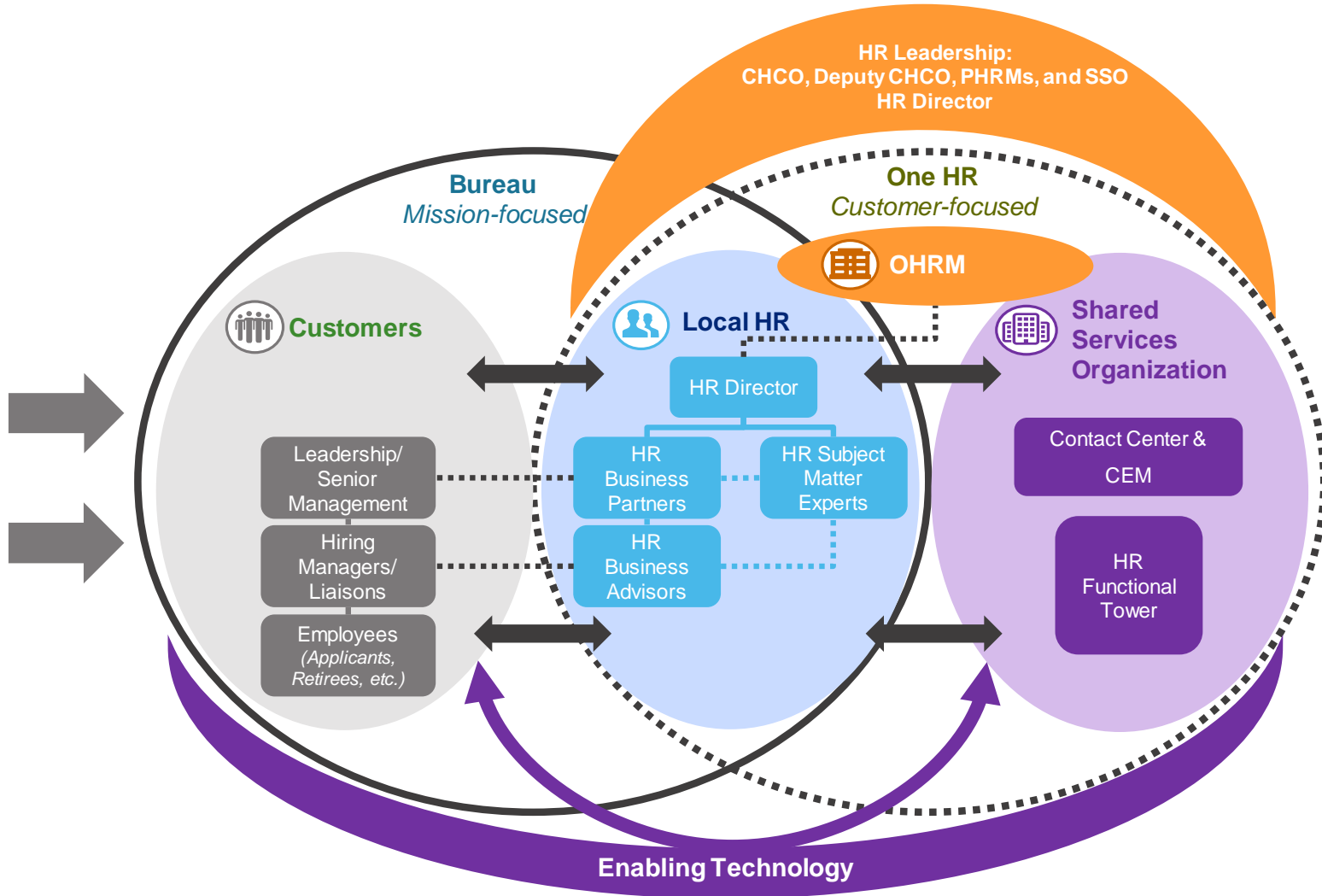


- Financial Management System Operations and Maintenance
- Program Management
- Procure to Pay
- Record to Report
- Bill to Collect
- Cost Management
- Incoming Reimbursable
- Assurance & Compliance
- Systems Support
- Training
- Business Analytics
- Intermediate & Advanced Inquiry Resolution

KEY

- ✓ Implementation Complete
- ☐ Implementation In Progress / Planned
- Implementation Deferred

One Human Resources (HR) Model



— Indicates direct reporting relationship between stakeholders
 Indicates working relationship/partnership between stakeholders



Managing and Optimizing Managed Services

Enterprise Services is designed to provide governance and oversight for service delivery for outsourced vendors. Service Management (SM) and Customer Experience Management (CEM) allows Enterprise Services to closely monitor vendor performance and customer satisfaction.

CEM Function	Description
Account Management	Manages customer relationships and responds to inquiries regarding Bureau or OS service delivery.
Customer Experience Performance Management	Reports metrics analyzed and developed by the Service Management function to customers.
Customer Issue Escalation	Identifies issues/problems from customer feedback through surveys, focus groups, and day-to-day interactions, and escalates them to Service Management for resolution.
Customer Communications	Establishes communications procedures and disseminates customer communications and reference material based on content inputs from the broader Enterprise Services team.
SM Function	Description
Service Operations & Transition	Monitors and manages the process of incident response and problem escalation. This ensures that customer incidents are resolved in a timely manner.
Operational Controls	Service levels, contracts, and agreements are managed to provide a clear understanding of levels of service delivery and cost of service for Bureau leadership.
Service Improvement	Manages and reports on the performance of Enterprise Services' service delivery including SLA's and KPI's.

Lessons Learned

Given the scope and complexity of the transformation, the following challenges were experienced along the way. Enterprise Services developed mitigation strategies in response to each challenge to better prepare for future service transitions.

ADOPTION



Partner with Bureaus to Drive the Change

- Engage leadership across Bureaus throughout all phases
- Develop an integrated training and communications strategy
- Identify Bureau transformation leads, accountable officials with decision-making rights
- Establish and track readiness criteria across Enterprise Services and the Bureaus

OUTSOURCING



Manage & Monitor Vendors

- Acquire capabilities and vendors who have previous experience in public sector environment
- Use Service Level Agreements (SLAs) to establish accountability
- Detail and hire federal employees to provide the skillsets and expertise to stand-up services and monitor vendor performance

Ongoing CXO Engagement, Program Management & Continuous Improvement





Appendix

HR Scope of Services

	Most activities
	Some activities
	Minimal to no activities

Services		Service Delivery Model Components	
		ES	Local HR
HR Strategy & Business Alignment	Strategy, Policy, Planning, Budget & Planning		
Workforce Planning & Analysis	Workforce and Succession Planning		
Organization & Position Mgmt	Organization/Position Administration		
Talent Acquisition	Staff Acquisition Strategy and Plan		
	Classification		
	Recruiting		
	Assessment		
	Selection		
	Onboarding		
PAR Processing	PAR Processing		
Labor Relations	Labor Relations		
Employee Relations	EAP		
	Disciplinary/Adverse Actions & Perf. Issues		
	Reasonable Accommodations		
	Employee Suitability		
HR Development	Needs Assessment & Effectiveness Evaluation		
	Content and Programs – HR/General		
	Content and Programs – Mission Training		
	Enrollment and Tracking		
Performance Mgmt	Strategy, Policy & Evaluation		
	Employee Performance Management		
	Performance Management Administration		
Benefits Mgmt	Benefits Counseling		
	Benefits Processing		
	Benefits Programs		
Compensation Mgmt	Compensation Strategy, Policy & Programs		
	Compensation Processing		
Terminations	Separations Management		
Retirement	Retirement Counseling		
	Retirement Processing		
HR Infrastructure	Applications Support		
	Reporting		
	Helpdesk Support		
	Compliance, Records, and Audits		



HR Scope of Services

Detailed Future-State HR Services

Service	Activity	DOC Future State Service Portfolio	
		ES	Retained HR Organization
HR Strategy & Business Alignment	Develop, implement and monitor department-wide and bureau-specific policies		X
	Develop and manage HR budget		X
	Develop and implement human capital strategy and initiatives in alignment with mission needs		X
Workforce Planning & Analysis	Facilitate the process of workforce and succession planning and analytics with the mission		X
	Provide approaches, methods and tools to support planning and analysis activities, and support the identification, gathering and analysis of data for these processes	X	
Organization & Position Management	Determine and manage organization structures and maintain positions		X
	Develop standard classification and job analyses	X	
	Perform desk and series audits		X
Talent Acquisition	Develop overall staff acquisition strategy and plan in collaboration with the mission to analyze staffing needs, develop sourcing strategies and determine recruiting goals over a period of time for a bureau such as annual planning		X
	Develop job analysis and classification package for standard positions	X	
	Develop job analysis and classification package for non-standard positions (e.g., alternative personnel systems)		X
	Prepare and submit classification package for standard positions	X	
	Prepare and submit classification package for non-standard positions		X
	Approve classification package		X



HR Scope of Services

Detailed Future-State HR Services

Service	Activity	DOC Future State Service Portfolio	
		ES	Retained HR Organization
Talent Acquisition (continued)	Conduct pre-announcement recruiting (data mining, recruitment events, referrals, advertisements)	X	
	Announce job	X	
	Receive applicant documentation	X	
	Determine qualified/eligible candidates	X	
	Assess candidates to be referred	X	
	Refer candidates for consideration	X	
	Assess candidates for selection	X	
	Manage candidate application, inquiries and communications	X	
	Assess candidates (e.g., candidate documentation and notification, qualified and eligible candidate determination, issue certification of eligible)	X	
	Facilitate process for tentative selection	X	
	Develop and extend offer	X	
	Conduct pre-employment processes	X	
	Conduct entrance on duty processing	X	
	Develop and conduct general/HR orientation	X	
	Develop and conduct mission/bureau onboarding		X
PAR Processing	Process personnel actions	X	
	Manage and update records	X	



HR Scope of Services

Detailed Future-State HR Services

Service	Activity	DOC Future State Service Portfolio	
		ES	Retained HR Organization
Labor Relations	Manage labor relations		X
	Manage negotiated grievances		X
	Participate in negotiated third party proceedings		X
Employee Relations	Coordinate employee assistance program services	X	
	Provide support to managers to manage disciplinary/adverse actions & performance issues		X
	Process monitoring and execution of reasonable accommodations (if current function resides in HR versus EEO)	X	
	Conduct employee suitability file review, communications and initial determination	X	
	Determine final suitability and manage appeal process		X
HR Development	Conduct learning needs assessment		X
	Develop and deliver enterprise-wide HR and general learning content and programs	X	
	Manage learning enrollment and tracking	X	
	Evaluate enterprise learning effectiveness		X
Performance Management	Develop performance management strategy (Department-level activity)		X
	Provide support to managers to manage employee performance		X
	Administer performance management process (e.g., form management, tracking)	X	
	Evaluate performance evaluation (Department-level activity)		X



HR Scope of Services

Detailed Future-State HR Services

Service	Activity	DOC Future State Service Portfolio	
		ES	Retained HR Organization
Benefits Management	Conduct benefit processing	X	
	Process benefit actions and forms	X	
	Manage benefit programs (Department-level activity)		X
	Process workers compensation	X	
	Process unemployment compensation	X	
Compensation Management	Develop compensation strategy and programs (Department-level activity)		X
	Process compensation actions	X	
Terminations	Process separations actions	X	
	Notify appropriate internal and external parties of separation	X	
	Distribute and collect exit surveys	X	
	Collect property		X



HR Scope of Services

Detailed Future-State HR Services

Service	Activity	DOC Future State Service Portfolio	
		ES	Retained HR Organization
Retirement	Process retirement actions	X	
	Conduct retirement counseling	X	
HR Infrastructure	Manage the maintenance and enhancement of HR core and non-cores systems	X	
	Interface with system vendors for training, changes, enhancements, issues, and defect resolution	X	
	Manage the lifecycle of a customer inquiry/issue/case (including managers, employees, candidates)	X	
	Manage data quality and governance	X	
	Develop and deploy standard HR reports	X	
	Develop and deploy ad hoc reporting requests including congressional inquires	X	
	Manage employee records	X	
	Conduct audits	X	

