

Department of Commerce Enterprise Services

DoC Financial Management Conference

May 19, 2017





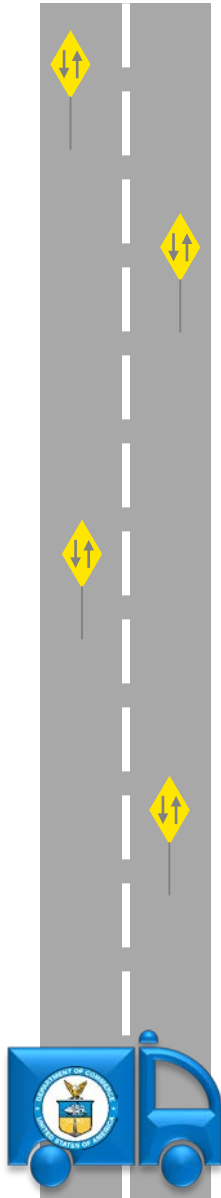
Enterprise Services

*By employing the commercially-proven models of **shared services** and **strategic sourcing**, Commerce is **transforming** itself into a higher-performing organization that delivers exceptional mission-enabling services.*

For more information on our services and capabilities, visit us at:





<https://EnterpriseServices.commerce.gov> and EnterpriseServices@doc.gov

Key Milestones



- ✓ **May 2015:** Decided to design and implement Enterprise Services (ES) for a subset of services across HR, Acquisitions, IT and Financial Management
- ✓ **June 2015:** Stood up the ES Project Team
- ✓ **September 2015:** Completed the ES Design Phase: established sequencing of services, determined sourcing strategy for each service (e.g., build vs. buy), and designed Enterprise Services Conceptual Operating Model and supporting Processes
- ✓ **January 2016:** Submitted Congressional Request to officially establish Enterprise Services
- ✓ **February 2016:** Awarded Print Services Contract
- ✓ **April 2016:** Initiated implementation planning to transition the existing procurement providers (i.e. ACE/CAS) to ES and to provide full life cycle Acquisition services to the Customer Bureaus
- ✓ **August 2016:** Under existing authority to migrate all Bureaus to HR Connect - awarded BPA for end-to-end HR operations and supporting technology
- ✓ **September 2016:** Signed HR Connect Interagency Agreement for the migration of Census, NOAA and NIST to Treasury's HR Connect Human Resources Management System
- ✓ **October-December 2016:** Awarded Department-wide Contracts: Service Desk Technology Vendor, Customer Relationship Management, Acquisition Strategic Sourcing Vehicle, and Adobe Contract
- ✓ **November 2016:** Received final Congressional Approval of reprogramming request
- ✓ **November 2016:** Awarded Enabling Technology Vendor Contract to build the ES platform
- ✓ **December 2016:** Migrated all Bureaus to HR Connect; Transitioned DOCHROC and NOAA PAR Processing Services to ES; began staff augmentation delivery of Staffing and Hiring services to NOAA
- ✓ **January 2017:** Stood up ES infrastructure to enable transitioning additional services; Acquisition ES officially secured procurement authority and incorporated CAS – one of the existing procurement providers – into ES
- ✓ **February 2017 & beyond:** Increase Service Delivery across HR, IT, Acquisition, Finance and other functions

Accomplishments to Date

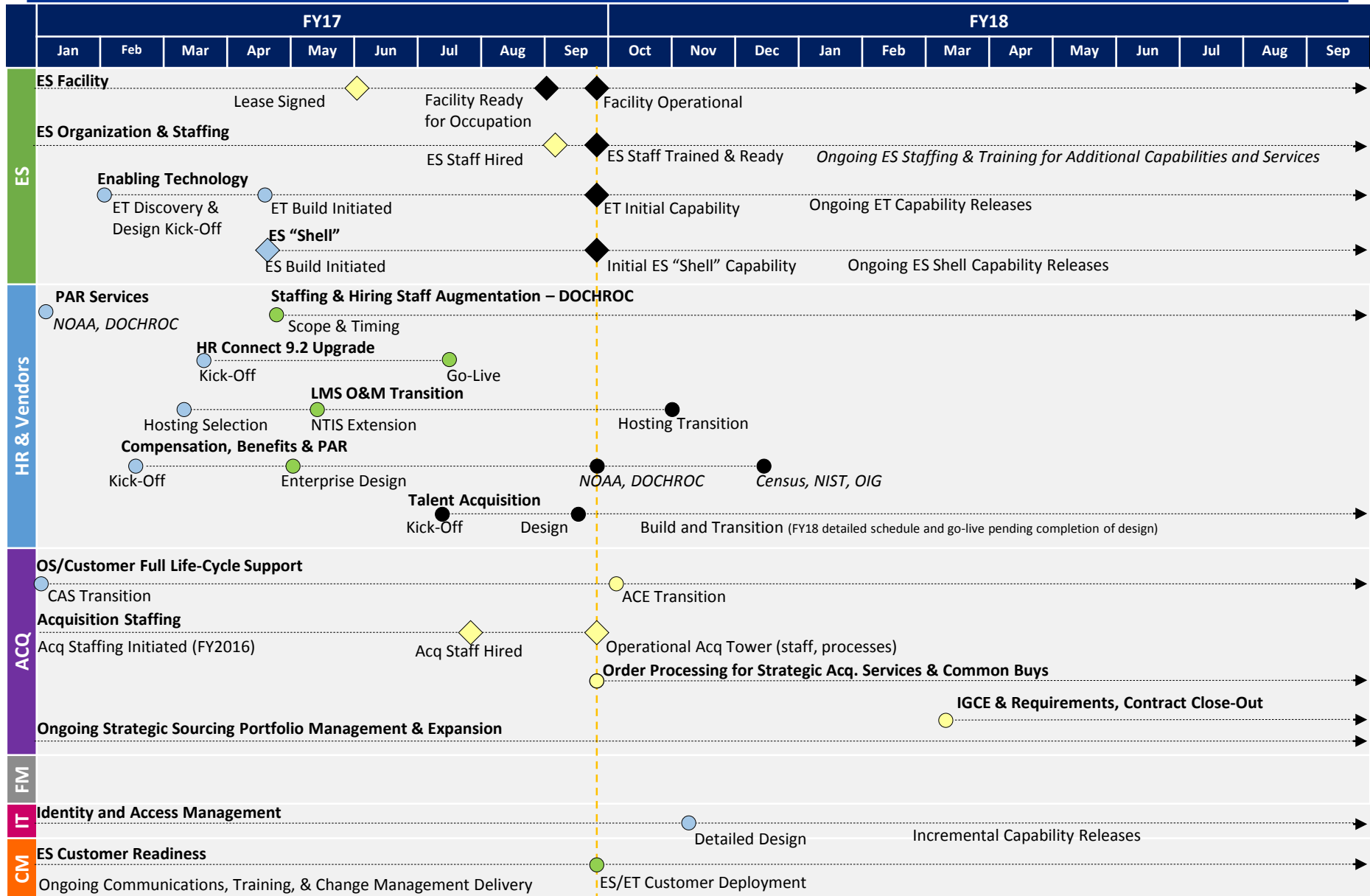
Functional Area	What We Accomplished
 Enterprise Services Organization	<ul style="list-style-type: none"> • Stood up Commerce Enterprise Services, reassigning people permanently into organization • Awarded enabling technology contract • Implemented service management operations to support first go live of HR services
 Human Resources	<ul style="list-style-type: none"> • HR Connect: Completed the HR Connect migration of ~30,000 employees across Census, NOAA, and NIST on 12/22 • PAR Processing: Went live with PAR Services for DOCHROC and NOAA on HR Connect; to-date, more than 100 actions have been processed by Accenture Federal Services on NOAA and DOCHROC's behalf • Portal: Launched supervisor/manager portal • Contact Center: Commenced providing contact center services related to HR • Recruiting and Hiring: Began providing staff augmentation support to NOAA to handle case backlog
 Acquisition	<ul style="list-style-type: none"> • Commenced provision of acquisition services to OS • Planned transition of customer bureaus to ES for full procurement lifecycle support • Awarded strategic sourcing contracts for software, IT hardware, and professional services
 Information Technology	<ul style="list-style-type: none"> • Commenced providing managed printing services • Obtained Authority to Operate for new services • Drafted RFPs for other IT services: video teleconferencing, wired and wireless networks, etc.

State of Current Service Delivery

Updated Enterprise Services Roadmap



- Not Started Milestone
- On Track Milestone
- Off Track Milestone
- At Risk Milestone
- Complete Milestone
- ◇ Critical Path



*Additional FY18 HR service transition timing including performance, learning and employee relations management will be planned and incorporated into roadmap in FY18



Appendix

Call to Action

The Department of Commerce (DOC) conducted a baseline assessment across Human Resources (HR), Acquisition, Information Technology (IT) and Financial Management (FM). As a result of these findings, DOC initiated the Enterprise Services (ES) Project to transform the delivery of mission-enabling services.

Customer Experience

- Inconsistent service quality
- Inefficient issue resolution
- Weak vendor relationships
- Lack of process and cost transparency
- Highly manual processes
- Lack of interoperability between systems

Performance Management

- Lack of visibility into service performance
- Inability to monitor/ manage service quality
- Reactive, case-by-case issue management
- Lack of standardized performance metrics and reporting

Mission Focus

- Too much time spent by mission staff on transactional back-office activities
- Lack of partnership with the business to deliver strategic, mission-focused services
- Ineffective and inefficient support services impede mission achievement

Operational Costs

- Redundant activities lead to duplicative costs
- Large amount of capital spent on systems and services
- Ineffective use of economies of scale, scope, and geography
- Low process and cost transparency and accountability

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



Enterprise Services Benefits

Enterprise Services' singular focus is on addressing the issues determined in the baseline assessment, thereby enabling improvements to its customers' experience, performance management, mission focus, and value.

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

Increase Performance Management

- Increase service transparency, accountability, and informed decision making
- Increase ability to monitor and manage service quality
- Improve continuously services delivery

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

Program Management

Building on the baseline assessment, the Enterprise Services Team focused on designing and planning for the transition of Human Resources (HR), Acquisition, Information Technology (IT), and Financial Management (FM) services to a Department-wide Enterprise Services model.



Baseline Assessment

- Assessed core mission support services across 4 functions (Acq, FM, HR, IT) for transition to the future state Enterprise Services
- Identified opportunities for improved service delivery across DOC and each Bureau



Build or Buy Decisions

- Examined sourcing decisions to determine whether solutions should be delivered in-house or via an external third-party vendor



Concept of Operations

- Outlined service transition priorities across each Bureau
- Defined service delivery model, including value proposition and operational model
- Defined roles, responsibilities, and organizational structure



Implementation Plan

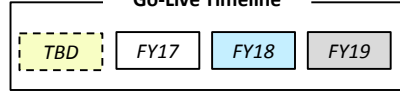
- Created a phased implementation timeline across functional services and each Bureau
- Organized program teams and activities into a structured and phased approach used throughout implementation



Service Delivery

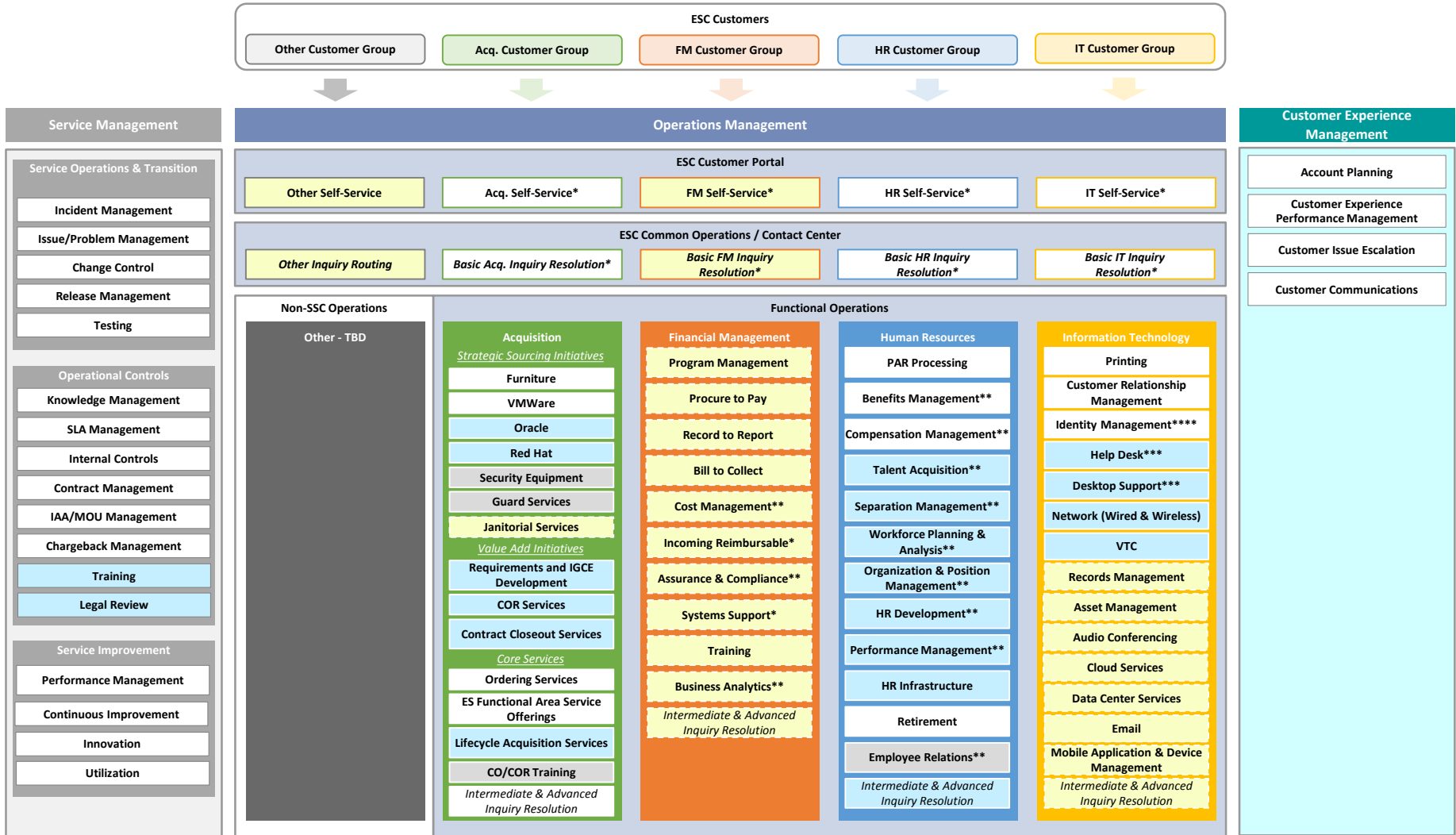
- Deliver initial HR services (PAR processing) beginning with first go-live on December 22, 2016
- Implement additional roll-out of services (Compensation, Benefits, Talent Acquisition) through 2019

Through completion of these activities, the Enterprise Services Team was prepared with a strategy and tactical plan, beginning with the initial transition of HR services on December 22, 2016 and continuing with the subsequent go-lives of cross functional services



Concept of Operations

DOC developed a Concept of Operations to define Enterprise Services, including which functional operations across HR, Acquisition, IT, and FM will be performed by the organization.



*Self-service and inquiry capabilities within Phase 1 are determined by Phase 1 services
 **Components of services will remain within the retained organization, not fully incorporated within the future state ES
 ***Pending IT Scope Refresh
 ****Initial authentication capability for ES to go-live in FY17. Full identify management capabilities for deployment in FY18-FY19



FY18 Organization Chart

Department of Commerce Enterprise Services Organization FY18 Organization Design Overview

