Agency Priority Goal Action Plan

Administration: Implement an Enterprise-Wide Shared Services Model

Goal Leaders:

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Fiscal Year 2020, Quarters 1 & 2

Overview

Goal Statement

- o By September 30, 2021, the Department of Labor (DOL) will transition from multiple administrative service providers to one for each functional area with a central reporting authority.
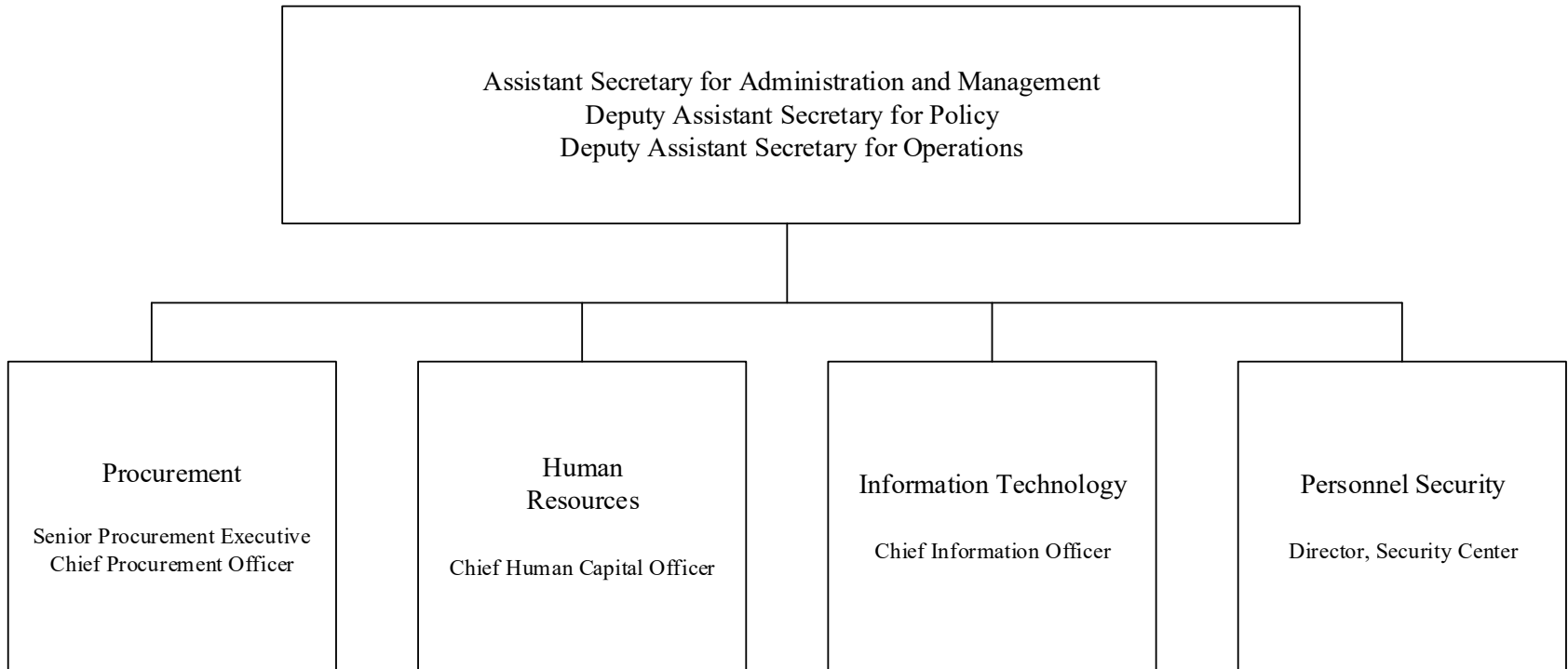
Challenge

- o DOL's administrative functions are decentralized. This has led to fragmentation, duplication, inconsistent implementation of administrative functions (e.g., human resources, information technology, procurement, and personnel security), and uneven customer service.

Opportunity

- o An enterprise-wide shared services delivery model for core administrative services will provide greater efficiency and improved quality (President's Management Agenda (PMA) Cross-Agency Priority (CAP) Goal 5), while allowing program agencies to focus on mission and programs (PMA CAP Goal 6).

- o Streamlining the delivery of administrative functions will allow the Department to leverage economies of scale, gain managerial oversight and operational efficiencies to more rapidly implement government-wide directives, more effectively enforce legislation, regulation, and policies, and strategically plan for customer needs.
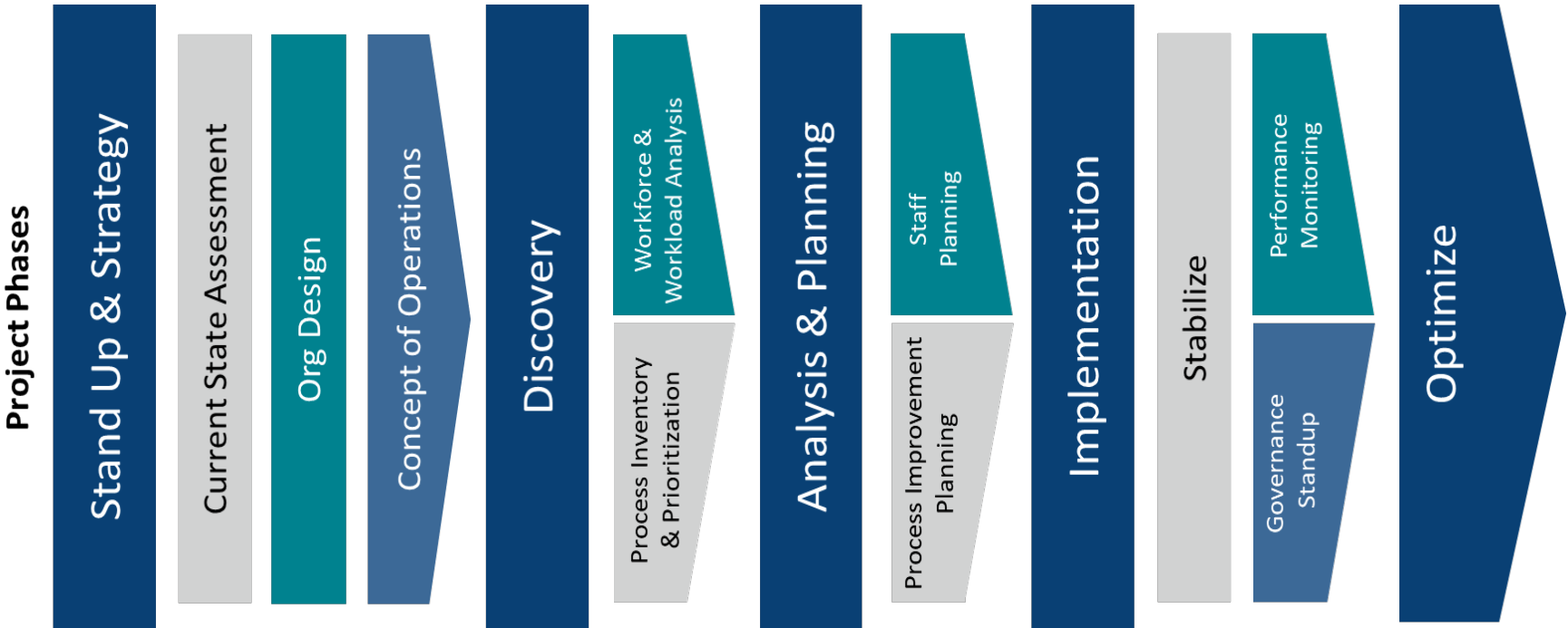
Leadership

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│     Assistant Secretary for Administration and Management │
│          Deputy Assistant Secretary for Policy            │
│        Deputy Assistant Secretary for Operations          │
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Procurement	Human Resources	Information Technology	Personnel Security
Senior Procurement Executive Chief Procurement Officer	Chief Human Capital Officer	Chief Information Officer	Director, Security Center

Strategies

By September 30, 2021, DOL will transition from multiple administrative service providers to one for each functional area with a central reporting authority.
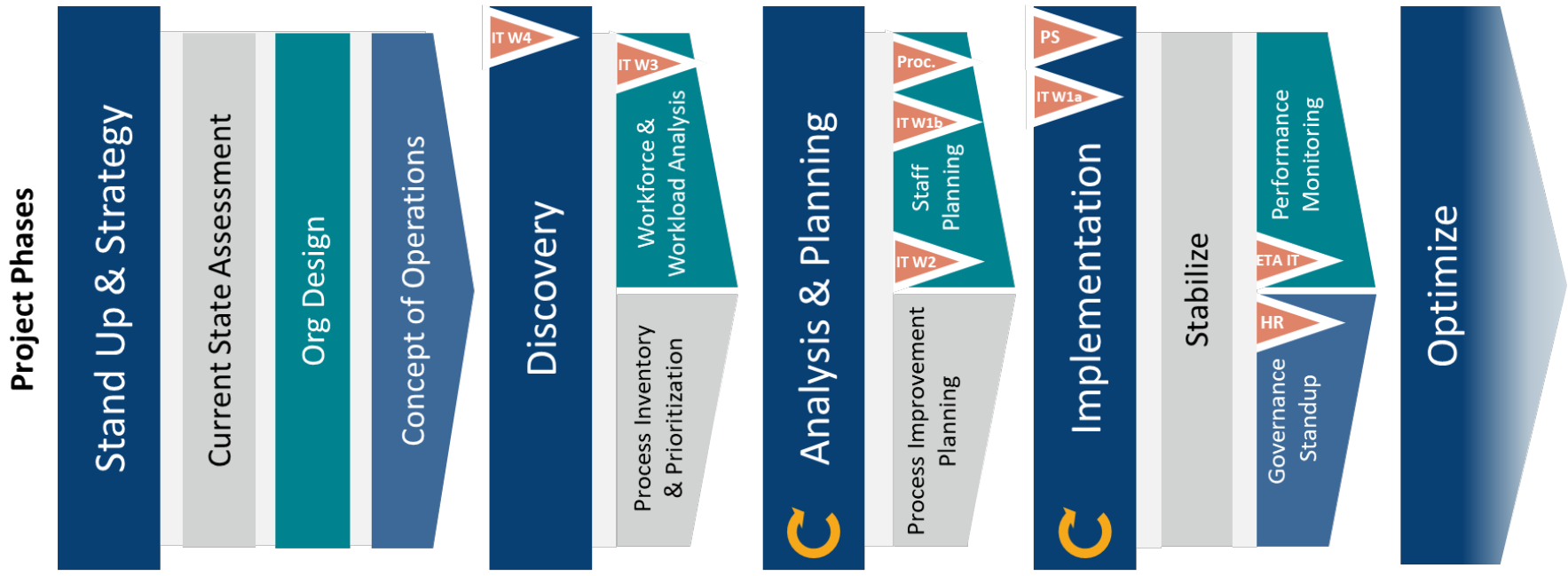
Project Phases

| Stand Up & Strategy | Current State Assessment | Org Design | Concept of Operations | Discovery | Workforce & Workload Analysis | Process Inventory & Prioritization | Analysis & Planning | Staff Planning | Process Improvement Planning | Implementation | Stabilize | Performance Monitoring | Governance Standup | Optimize |

Summary of Progress – FY 2020, Quarters 1 & 2

The methodology to transition the Department's HR, IT, procurement, and personnel security administrative services to the shared services model includes five phases, as indicated in the previous slide (slide 4). The orange flags on slide 6 indicate the current status as of Q2 for each functional area within the transition lifecycle.

Specifically, in Q1 and Q2:

- The Employment and Training Administration (ETA), Office of Federal Contract Compliance Programs (OFCCP), Occupational Safety and Health Administration (OSHA),Wage and Hour Division (WHD), and IT functions and resources (IT W1a) transitioned to the Office of the Chief Information Officer (OCIO);

- All DOL human resources (HR) functions and resources transitioned to the new Office of Human Resources (OHR), except Office of the Solicitor (SOL) and Office of Inspector General (OIG);

- Wave 2 "Discovery," and "Analysis & Planning" transition phases for IT waves 1b, 2, and 3 were initiated according to the phased planning timeline;

- All personnel security (PS) functions and resources (i.e., Bureau of Labor Statistics (BLS), ETA, and Mine Safety and Health Administration (MSHA)) transitioned to the new Division of Personnel Security and Suitability (DPSS) within the Security Center; and

- Transition of all DOL procurement functions and resources, except OIG, was approved for implementation in early Q3.

Project Phases

Stand Up & Strategy — Current State Assessment — Org Design — Concept of Operations

Discovery — IT W4 — IT W3 — Workforce & Workload Analysis — Process Inventory & Prioritization

Analysis & Planning — Proc. — IT W1b — Staff Planning — IT W2 — Process Improvement Planning

Implementation — PS — IT W1a — Performance Monitoring — ETA IT — HR — Governance Standup

Stabilize

Optimize

All Agencies participate in the Discovery Phase initially for different lengths of time. Each Wave then staggers Analysis and Planning and Implementation as they move through the transition schedule

Key Milestones: HR

o Realign DOL's Human Resources (HR) service delivery model to improve strategic human capital planning; create greater consistency in the delivery of HR products and services across DOL; identify cost avoidance, savings, and risk mitigation, where feasible; and improve the efficiency and effectiveness of HR operations and services.

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Implement an HR Shared Services Governance model	Q1 FY 2020	Complete	N/A	OASAM	Implemented the HR Governance Board in Q1 FY 2020 following transition of HR Shared Services.
Transition appropriate DOL HR staff and functions into the agreed-on Shared Services model	Q2 FY 2020	Complete	N/A	OASAM	Completed transition of DOL HR practitioners into the new Office of Human Resources in Q1 FY 2020.
Develop and implement service-level agreements (SLAs) and performance metrics and evaluate at least quarterly	Q4 FY 2020	On-Track	N/A	OASAM	N/A

Key Milestones: IT

o Realign DOL's Information Technology (IT) service delivery model to improve strategic information technology planning and development; create greater consistency in the delivery of IT products and services across DOL; identify cost avoidance, savings, and risk mitigation, where feasible; and improve the efficiency and effectiveness of IT operations and services.

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Implement an IT Shared Services Governance model	Q2 FY 2020	Complete	N/A	OASAM	Completed implementation of the Investment Review Board, Enterprise Architecture Review Board, and IT Performance Review Board in Q1 FY 2020.
Transition all DOL IT staff and functions into the Shared Services model	Q4 FY 2020	Mostly On-Track	N/A	OASAM	To ensure successful consolidation of IT activities, additional analyses and dialogue with affected stakeholders continues. Specific focus remains on identifying the appropriate amount of resources to transition, and mitigating any impact to mission critical activities for DOL agencies, particularly in light of the Covid-19 Pandemic. The additional focus on these factors may contribute to adjustments in the implementation timeline
Develop and implement SLAs and performance metrics and evaluate at least quarterly	Q4 FY 2020	Mostly On-Track	N/A	OASAM	N/A

Key Milestones: Procurement

o Realign DOL's procurement service delivery model to improve strategic acquisition planning, create greater consistency in the delivery of procurement services across DOL, identify cost avoidance, savings, and risk mitigation, where feasible, and improve the efficiency and effectiveness of procurement operations and services.

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Implement a Procurement Shared Services Governance model	Q3 FY 2020	On-Track	Modified due date from Q2 FY 2020	OASAM	Governance model has been developed and will be implemented following transition of all DOL procurement functions and resources in Q3 FY 2020
Transition all DOL procurement staff and functions into the Shared Services model	Q3 FY 2020	On-Track	Modified due date from Q2 FY 2020	OASAM	Transition of all DOL procurement functions and resources will occur in early Q3 FY 2020
Implement strategic plan to move all available unmanaged spend to Spend Under Management, excluding spend from ETA/Job Corps	Q4 FY 2020	On-Track	Modified due date from Q2 FY 2020	OASAM	Completion of this initiative is contingent on the successful consolidation of contracting activities under the Enterprise-wide Shared Services Initiative, which is set to occur in early Q3 FY 2020. Completion of this milestone is set for Q4 FY 2020.
Develop and implement SLAs and performance metrics and evaluate at least quarterly	Q4 FY 2020	On-Track	N/A	OASAM	N/A

Key Milestones: Personnel Security

o Realign DOL's personnel security service delivery model to create a safer and more secure workplace; create greater consistency in the delivery of personnel security services across DOL; identify cost avoidance, savings, and risk mitigation, where feasible; and improve the efficiency and effectiveness of personnel security operations and services.

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Transition all DOL personnel security staff and functions into the Shared Services model	Q4 FY 2020	On-Track	Modified due date from Q2 FY 2020	OASAM	Transition of all DOL personnel security staff and functions for DOL federal employees was completed in Q2 FY 2020; transition of all personnel security functions for DOL contract employees will be completed by early Q4 FY 2020
Develop and implement SLAs and performance metrics and evaluate at least quarterly	Q4 FY 2020	On-Track	N/A	OASAM	N/A

Key Indicators – HR, IT, Procurement, & Personnel Security

Human Resources	Target*
Hiring Manager Satisfaction Index Score	85%
Average Number of Days to Hire a New Employee	80
Average number of days to hire Senior Executive Services employee from closing date of vacancy announcement	90

Information Technology	Target
Percentage of Scheduled Network Availability	99%
Percentage of tickets affecting one user resolved in less than 8 hours	95%
Enterprise Service Desk Customer Satisfaction Index Score	95%

Personnel Security	Target
Average number of days to submit a background security investigation request to Office of Personnel Management (OPM)	14

Procurement	Target
Cumulative Addressable Spend Through Best in Class Solutions	$247 million
Cumulative Common Spend Under Management	$726 million
Percent of contracts awarded to small businesses	35%

*All targets indicated are for FY 2020 and FY 2021.

Data Accuracy and Reliability

o **Means used to verify and validate measured values:** The Office of the Assistant Secretary for Administration and Management (OASAM) has routine internal reviews of their data prior to data entry. Additionally, OASAM validates that the data has been entered completely and correctly into the system of record.

o **Sources for the data:** OASAM's sources of data include OPM Chief Human Capital Officer Manager Satisfaction Survey, Department of Labor Online Opportunities Recruitment System, Office of Executive Resources, SolarWinds, ServiceNow, General Services Administration (GSA) Data to Decision Dashboard, Federal Procurement Data System-Next Generation, and Electronic Questionnaire for Investigations Processing System.

o **Level of accuracy required for the intended use of the data:** The level of accuracy required for all data is high. OASAM management uses the data to make strategic decisions. The data are vetted via multiple levels of internal review to ensure data accuracy.

o **Limitations to the data at the required level of accuracy:** There are certain data points that OASAM receives from outside sources, such as GSA, OPM, or the Department of Defense, and OASAM must rely on their means for verification and validation and level of accuracy required.

o **Compensation for limitations, if needed, to reach the required level of accuracy:** OASAM closely reviews the data received from GSA and OPM and follows up with the respective agency with any questions on the data reported.

Additional Information

Contributing Programs

- OASAM's Business Operations Center (BOC)

- OASAM's Office of Human Resources (OHR)

- OASAM's Office of the Chief Information Officer (OCIO)

- OASAM's Security Center (SC) (i.e., Division of Personnel Security and Suitability, DPSS)

- OASAM's Regional Offices

Stakeholder / Congressional Consultations

Internal reorganization of DOL administrative services requires notification to the House and Senate Appropriations Committees. Specifically, the reorganization is considered a reprogramming of funding, since the Department's FY 2020 budget presentation to Congress financed these services through compensation and benefits of Federal staff within the appropriation for each agency, and funding will now be used to purchase these services from an enterprise-wide shared services delivery model within DOL.