Agency Priority Goal Action Plan

Administration: Implement an Enterprise-Wide Shared Services Model

Goal Leaders:

Goal Leader: Bryan Slater, Assistant Secretary for Administration and Management

Deputy Goal Leaders: David Langhaim, Deputy Assistant Secretary for Policy
Al Stewart, Deputy Assistant Secretary for Operations

Overview

Goal Statement

o   By September 30, 2019, begin implementation of an enterprise-wide shared services model for DOL core administrative functions.
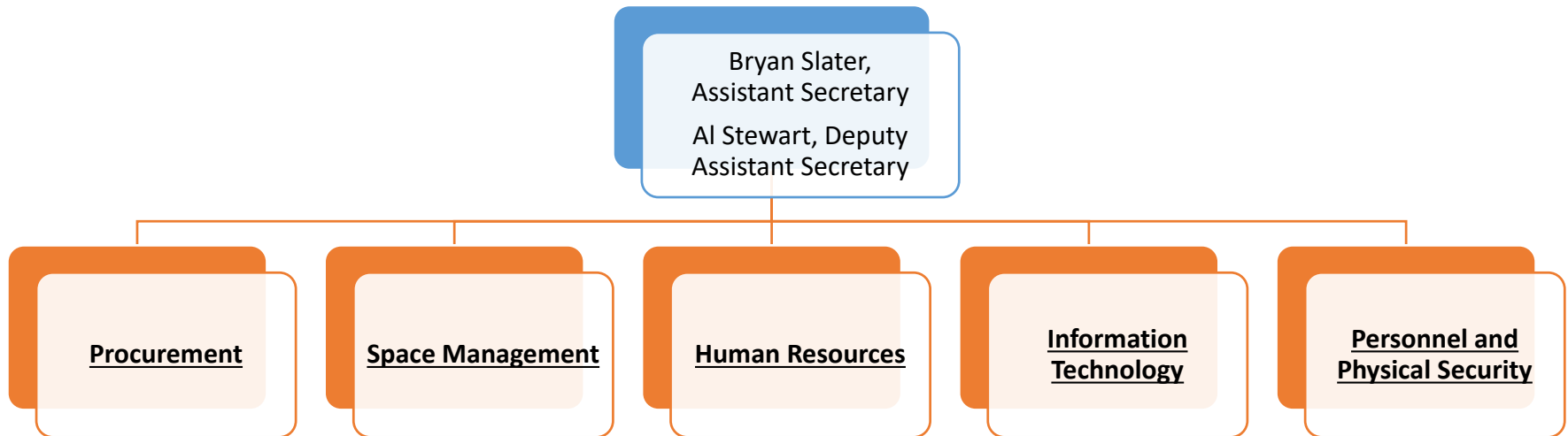
Challenge

o   DOL's administrative functions are decentralized. This has led to fragmentation, duplication, inconsistent implementation of administrative functions (e.g., procurement, space management, HR services, IT, and personnel and physical security), and uneven customer service.

Opportunity

o   A shared services model for the delivery of core administrative services will provide greater efficiency and improved quality, while allowing program agencies to focus on mission and programs.

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

Core leadership contributing to overall management of the APG include key leaders from DOL's Office of the Assistant Secretary for Administration and Management (OASAM).

Bryan Slater, Assistant Secretary

Al Stewart, Deputy Assistant Secretary

Procurement

Space Management

Human Resources

Information Technology

Personnel and Physical Security

Goal Structure & Strategies

By September 30, 2019, DOL will begin implementation of an enterprise-wide shared service model for core administrative functions by:

- o Pursuing a collaborative, phased approach with DOL partners/clients through early and frequent communications;

- o Leveraging best practices and organizational efficiencies;

- o Identifying and capturing savings; and

- o Identifying legislative or statutory reforms, where necessary.

Goal Structure & Strategies

Specifically, for administrative functions or service areas, DOL will pursue the following strategies:

- o **Procurement:** Develop best practices and merge DOL procurement functions into OASAM or where best suited, ultimately realigning procurement offices within DOL under one unified, standardized, and centrally-managed shared service provider.

- o **Space Management:** Merge DOL space management functions into OASAM to improve conformance with space standards, increase efficiency in space utilization, and reduce costs.

- o **Human Resources:** Evaluate DOL's HR service delivery model to identify opportunities to improve strategic human capital planning; create greater consistency in the delivery of HR products and services across DOL; reduce overall HR costs; and improve efficiency and effectiveness of HR operations, services, and processes.

- o **Information Technology:** Promote a modern, secure, and innovative IT environment by implementing an enterprise-wide data analytics platform and cloud hosting capability.

- o **Personnel and Physical Security:** Create a safer and more secure workplace by implementing an enterprise-wide Physical Access Control System and centralizing departmental personnel security (PS) operations.

Summary of Progress – FY 19 Q4

- Received Acting Secretary's approval for reorganization of the Employment and Training Administration's (ETA) IT services into the OCIO beginning FY 2020

- Received Acting Secretary's approval for reorganization of all DOL HR services, with the exception of OIG and the Office of the Solicitor's National office, into the new Office of Human Resources (OHR) beginning FY 2020

- Received Acting Secretary's approval for reorganization of all DOL personnel security services, with the exception of OIG and the Office of the Solicitor's National Office, into the new Division of Personnel Security Services (DPSS) beginning FY 2020

- Officially detailed all MSHA and BLS HR staff to OASAM prior to implementation of HR Shared Services (OHR in FY 2020)

- Officially detailed all MSHA and BLS personnel security staff to OASAM prior to implementation of Personnel Security Shared Services (DPSS in FY 2020)

- Implemented MOU IT working groups with remaining Wave 1 agencies

- Developed draft Service Level Agreements for HR, IT, and personnel security to share with client agencies in Q1 FY 2020

- Continued extensive employee engagement activities throughout DOL (e.g., newsletters, all-hands, "fireside chats", open forums, Agency Head meetings, working groups, union briefings and negotiations, and LaborNet and Yammer postings)

Summary of Progress – FY 19 Q4

Four project phases were utilized to thoroughly understand the current state, collaborate with Department stakeholders to design a future state structure, plan the transitions to Shared Services, and then finally execute the implementation plans. While ETA IT has successfully transitioned to IT Shared Services, the project team remains in "Discovery" with the remaining DOL IT agencies, which are working through the "Analysis and Planning" phase in waves. HR and Personnel Security have begun their transition to the Shared Services delivery model, and Procurement is finalizing transition planning activities prior to implementation.

Stand Up & Strategy included current state analyses on existing administrative services, extensive engagement with all stakeholders, and development of the future state organization with a concept of operations.

Discovery includes Workforce and Workload Analysis which informs the organization design details and staffing plan. Additionally, Business Processes are identified and prioritized for improvement.

Analysis & Planning includes planning and documentation in preparation for successful implementation to Phase Four, the implementation phase.

Implementation focuses on implementation of the new designs and roll out activities of the process.

Current status of function transition

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

Procurement

Milestone Summary					
Key Milestone	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
In accordance with OMB's "Common Contract Solution Guidance," develop a strategic plan to identify all available unmanaged spend and place in Spend Under Management (SUM), excluding spend from ETA/Job Corps	Q4 FY 2018	Completed		OASAM	The Office of the Chief Procurement Officer (OCPO) developed a strategic plan to accomplish the following: (1) increase use of Best in Class procurement vehicles and (2) target tier 0, unmanaged spend, for spend under management (SUM).
Develop Strategic Workforce Plan to reshape and standardize the DOL Acquisition Workforce according to the enterprise-wide shared service model to increase efficiencies and leverage the Department's purchasing power	Q2 FY 2019	Completed		OASAM	
Centralize the Department's procurement functions and managerial oversight under the OCPO	Q2 FY 2020	On-Track		OASAM	To ensure successful consolidation of contracting activities, additional analyses and dialogue with affected stakeholders were required and are still ongoing.
Implement strategic plan to move all available unmanaged spend to SUM, excluding spend from ETA/Job Corps	Q2 FY 2020	On-Track		OASAM	Completion of this initiative is contingent on the successful consolidation of contracting activities under the shared services initiative. Completion of the shared services project is expected in Q2, FY 2020.

Key Milestones

Space Management

The space reduction activities from FY 2018 and FY 2019 provide support for the Department's space reduction plans in FY 2020 and beyond. Specifically, OASAM has developed a robust space reduction plan for Departmental leadership review, and once approved, for implementation in FY 2020. This effort includes identifying opportunities to reduce, consolidate, and co-locate DOL offices and leases; release underutilized space; and define space planning priorities.

Milestone Summary					
Key Milestone	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
Reduce the rentable square feet of DOL office space by 24,302 square feet	Q4 FY 2018	Completed		OASAM	Estimated realized square footage reduction for FY 18 is 93,143 rentable square feet.
Reduce the rentable square feet of DOL office space by 22,000 square feet	Q4 FY 2019	Completed		OASAM	Estimated realized square footage reduction for FY 19 is 41,572 rentable square feet.

Key Milestones

Human Resources

In support of the transition to HR Shared Services, BLS HR practitioners were detailed to the HRC in August 2019. In the coming weeks, Service Level Agreements (SLAs) will be entered into with BLS, ETA and MSHA to identify key HR performance metrics. In early September, all DOL HR practitioners except for those aligned to the Office of Inspector General and the Solicitor's Office were provided notices of their placements within the new Office of Human Resources (OHR). The employee movements will occur in the first quarter of FY 2020 as HR functions are transitioned into OHR. During the fourth quarter, the CHCO and DOL shared services team met with Executives, managers, employees and HR practitioners across the country to discuss the new organization and the upcoming transition.

Milestone Summary					
Key Milestone	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
Develop Strategic Workforce Plan to reshape, centralize, and/or standardize the DOL HR Workforce according to the enterprise-wide shared service model	Q2 FY 2019	Completed		OASAM	
Implement DOL-wide HR metrics for HR Functions	Q4 FY 2019	Completed		OASAM	Metrics were identified and included in proposed SLAs.

Key Milestones

Information Technology

Milestone Summary					
Key Milestone	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
Continue FY 2018 consolidation efforts for DOL IT according to the enterprise-wide shared service model	Q4 FY 2018	Completed		OASAM	OASAM is utilizing the DOL Enterprise-wide Shared Services initiative as a means to support further consolidation of the DOL IT Portfolio. In FY 2018, OASAM established working groups to address the key current state challenges of IT integration: 1) IT service delivery, 2) customer service/ engagement, and 3) IT governance. All three working groups have made significant progress that will lead to tangible integration of DOL IT into one centralized authority.
Move three (3) agency applications to the Enterprise Cloud platform according to the enterprise-wide shared service model	Q4 FY 2018	Completed		OASAM	OASAM has migrated the following applications to the Enterprise Cloud: Correspondence Tracking System, Foreign Labor Certification System, and Employees' Compensation Operations and Management Portal.
Migrate three (3) legacy applications to the Enterprise Cloud platform according to the enterprise-wide shared service model	Q3 FY 2019	Completed		OASAM	OASAM has migrated the following legacy applications to the Enterprise Cloud: MSHA.net, MSHA.gov, and the WIOA Integrated Performance Reporting System.
Integrate agency level legacy data repositories by providing connections to Data Analytics platform according to the enterprise-wide shared service model	Q4 FY 2019	Completed		OASAM	As of Q4 FY 2019, the Employment and Training Administration's Office of Foreign Labor Certification's (OFLC) data repository is operational and in daily use by OFLC to manage and report on visa processing status.

Key Milestones

Personnel and Physical Security

Milestone Summary					
Key Milestone	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
Conduct workload assessment to determine appropriate staffing level for a consolidated personnel security and suitability function	Q2 FY 2019	Completed			
Establish enterprise-wide Physical Access Control System (PACS) capability at the Frances Perkins Building (FPB) and integrate eligible PACS into enterprise-wide solution at FPB	Q3 FY 2019	Completed		OASAM	OASAM evaluated the access control capabilities in the FPB and identified a solution that leveraged the infrastructure of the DOL network. The enterprise access control solution was implemented when the Authority to Operate (ATO) was granted and the system was installed on the new servers. As a result of this accomplishment, the FPB has the ability to connect access control solutions at DOL facilities while maintaining system administrative oversight.
Pilot the integration of a DOL regional location PACS	Q4 FY 2020	On-Track		OASAM	Pilot moved to Q4 FY 2020 to align with Philadelphia region's office space move.

Key Indicators – Procurement, Space, Human Resources

Procurement	Target	FY 2019 Result
Certification rate of contracting professionals	95%	98%
Past Performance Information Retrieval System (PPIRS) Compliance Rate	96%	95%
Increase the number of DOL enterprise-wide vehicles	3	13
Amount of Spend Through Best-in-Class Solutions	$97 million	$218.2 million

Space	Target	FY 2019 Result
Rentable Square Feet Reduction from FY 2017	46,302	134,715

Human Resources	Target	FY 2019 Result
Hiring Manager Satisfaction Index Score	80%	71%
Average Number of Days to Hire an SES employee from Closing Date of Vacancy Announcement	90	86
Average Number of Days to Hire a New Employee	80	106

Key Indicators – Information Technology and Personnel Security

Information Technology	Target	FY 2019 Result
Count of agencies participating in IT stakeholder meetings to identify DOL data analytic business unit needs	10	4
Count of connections to legacy data repositories in FY 2019	3	3
Decrease Silver Spring Data Center Virtual Server count as a result of moving to the Enterprise Cloud platform from FY 2017	225	292

Space	Target	FY 2019 Result
Average number of days to submit a background security investigation request to OPM	14	11
Percentage of electronically controlled doors integrated into electronic PACS at FPB	60%	78%

Data Accuracy and Reliability

Data sources include:

o DOL's Acquisition Management System; Federal Procurement Data System - Next Generation; DOL's Federal Real Property Profile; DOL's HR Connect; Department of Labor Online Opportunities Recruitment System; OPM's Federal Employee Viewpoint Survey; OPM's CHCO Survey; OPM's background timeliness results; DOL's Physical Access Control System

DOL does not currently publicly report on the key indicators for this APG, as it is a milestone-based APG. The key indicators are contextual information that DOL looks at when assessing the current state of core administrative functions. DOL will include a discussion of the quality of performance data and means used to verify and validate the data, any limitations to the data, and actions taken to mitigate data limitations for its other four DOL APGs with quantitative targets.

Additional Information

Contributing Programs
- o OASAM's Business Operations Center
- o OASAM's Human Resources Center
- o OASAM's Office of the Chief Information Officer
- o OASAM's Security Center
- o OASAM's Regional Offices