



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 Leader: Al Stewart, Deputy Assistant Secretary for Operations

Overview

Goal Statement

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

Challenge

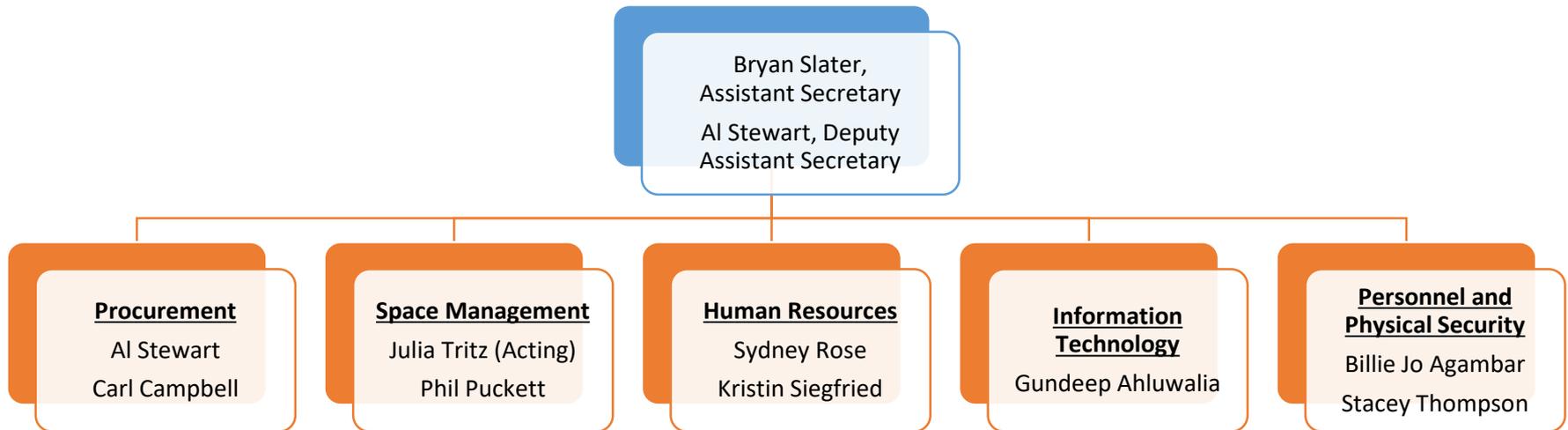
- DOL's administrative functions are decentralized. This has led to fragmentation, duplication, inconsistent implementation of administrative functions (e.g., procurement, space management, HR services, IT, and personnel and physical security), and uneven customer service.

Opportunity

- 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.
- 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).



Goal Structure & Strategies

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

- Pursuing a collaborative, phased approach with DOL partners/clients through early and frequent communications;
- Leveraging best practices and organizational efficiencies;
- Identifying and capturing savings; and
- Identifying legislative or statutory reforms, where necessary.

Goal Structure & Strategies

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

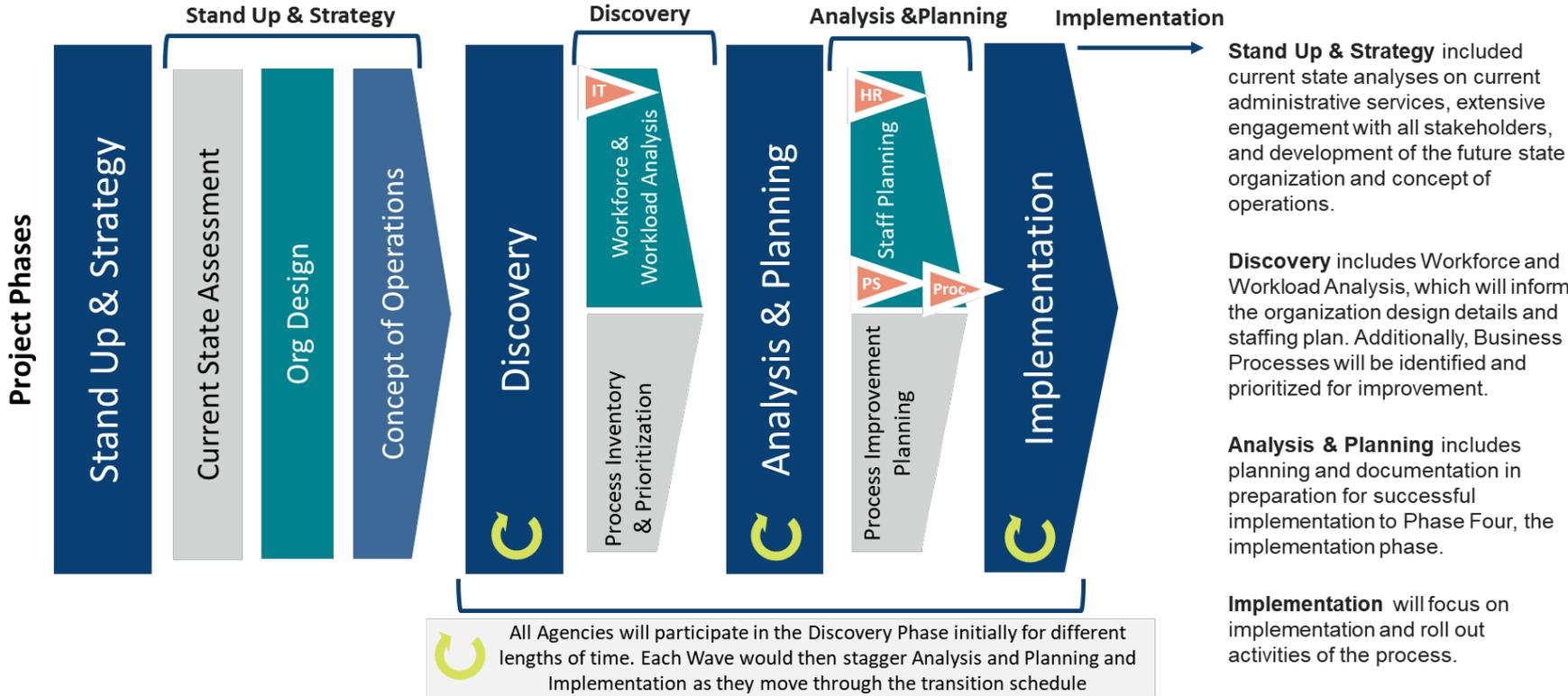
- **Procurement:** Develop best practices and merge DOL procurement functions into OASAM or where best suited, ultimately realigning procurement offices within DOL under one unified, standardized, and centrally-managed shared service provider.
- **Space Management:** Merge DOL space management functions into OASAM to improve conformance with space standards, increase efficiency in space utilization, and reduce costs.
- **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.
- **Information Technology:** Promote a modern, secure, and innovative IT environment by implementing an enterprise-wide data analytics platform and cloud hosting capability.
- **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 Q3

- Completed change management training for sixth OASAM Regional Office, thereby training 100% of the OASAM Regional Offices
- Facilitated numerous engagement activities with the HR, IT, and procurement practitioners (e.g., roadshow with the Chief Human Capital Officer (CHCO); fireside chats with the CHCO, Chief Procurement Officer, and Chief Information Officer; All-Hands meetings; and more)
- Reorganized the Office of the Chief Information Officer (OCIO) to support transition to DOL Enterprise-wide IT Shared Services
- Initiated workforce/workload analysis for IT to inform the future-state organizational structures (e.g., “right sizing” in terms of servicing ratios, identifying staff strengths and interests, and identifying ideal customer segments for high-touch service areas)
- Conducted leadership IT kick-off meetings with remaining Wave 1 agencies
- Initiated business process reengineering for critical IT processes
- Continued extensive employee engagement activities throughout DOL (e.g., newsletters, all-hands, “fireside chats”, open forums, Agency Head meetings, working groups, union briefings, and LaborNet and Yammer postings)

Summary of Progress – FY 19 Q3

The path to implementation is informed by each of the preceding project phases.



Key Milestones

Procurement

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
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	
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).
Centralize the Department's procurement functions and managerial oversight under the Office of the Chief Procurement Officer (OCPO)	Q2 FY 2020	On-Track	Modified due date from Q4 FY 2019	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 Spend Under Management (SUM), excluding spend from ETA/Job Corps	Q2 FY 2020	On-Track	Modified due date from Q4 FY 2019	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 is developing a robust space reduction plan for Departmental leadership review by Q4 FY 2019 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 24,302ft ²	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 22,000ft ²	Q4 FY 2019	On-Track		OASAM	

Key Milestones

Human Resources

In support of the transition to HR Shared Services, the HR Office of Occupational Safety and Health Administration and Mine Safety and Health Administration (MSHA) have been realigned to OASAM. Additionally, OASAM has restructured its support for HR operations for the Wage and Hour Division (WHD), Office of Workers' Compensation Programs, and the Atlanta Regional Office to ensure high quality services are provided during the transition period to the future-state organization.

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	On-Track		OASAM	Metrics are under development in partnership with customer agencies to support the transition to the future-state shared services delivery model and will be documented in service level agreements.

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: Congressional Tracking System, Foreign Labor Certification System, and Employees' Compensation Operations and Management Portal.
Integrate agency level legacy data repositories by providing connections to Data Analytics platform according to the enterprise-wide shared service model	Q4 FY 2019	On-Track		OASAM	For Q4 FY 2019, DOL is migrating the Employment and Training Administration's Office of Foreign Labor Certification's data repository only. Others will be migrated over time, with WHD starting soon.
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.

Key Milestones

Personnel and Physical Security

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
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.
Conduct workload assessment to determine appropriate staffing level for a consolidated personnel security and suitability function	Q2 FY 2019	Completed			
Pilot the integration of a DOL regional location Physical Access Control System (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:

- Certification rate of contracting professionals [Targeted increase]
- Past Performance Information Retrieval System (PPIRS) Compliance Rate [Target: 96%]
- Federal Awardee Performance and Integrity Information System (FAPIS) Compliance Rate [Targeted increase]
- One-Bid Rate for Competitive Acquisition
- Increase the number of DOL enterprise-wide vehicles [Target: 3]
- Increase spending through Best-in-Class (BIC) solutions to 35% of all available (excluding ETA/JC) BIC spending over FY 2016 baseline [Target: 35%]

Space Management:

- Federal Real Property Profile/Reduce the Footprint (RTF) Benchmarking Data

Human Resources:

- OMB Government Benchmarking Data:
 - Decrease Agency Human Capital Cost per Employee Serviced [Target: \$3,200]
 - Increase Agency Human Capital Servicing Ratio [Target: 1:30]
 - Increase HR Staff Engagement Scores [Target: 60]
 - Increase Hiring Manager Satisfaction Survey Results [Target: 4.5]

Key Indicators

Human Resources (Cont.):

- OPM Hiring Satisfaction Surveys
 1. Increase the Hiring Manager Satisfaction Index Score of the Chief Human Capital Officer Manager Survey [Target: 80%]
- OASAM Operating Plan Performance Metrics
 1. Decrease the average number of days to hire an SES employee [Target: 120 days]
 2. Decrease the average number of days to hire a new employee [Target: 80 days]

Information Technology:

- Count of agencies participating in IT stakeholder meetings to identify DOL data analytic business unit needs [FY 2018 Target: 5 agencies; FY 2019 Target: 10 agencies (5 additional agencies above FY 2018 target)]
- Count of connections to legacy data repositories in FY 2019 [Target: 3 legacy data repositories]
- Decrease SSDC Virtual Server count as a result of moving to the Enterprise Cloud platform [FY 2018 Target: decrease of 75 virtual servers or 5% decrease of the baseline of 1,500 VMs; FY 2019 Target: decrease 150 virtual servers or 10% of the baseline of 1,500 VMs]

Personnel and Physical Security:

- Office of Personnel Management (OPM) and the Office of the Director of National Intelligence's (ODNI) timeliness goals for background investigation request processing [Target: 14 days]
- Percentage of electronically controlled doors integrated into ePACS at FPB [Target: 60%]

Data Accuracy and Reliability

Data sources include:

- 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

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