

Report on Shared Services

Department: Department of Commerce

Secretary: Mike Preston

The purpose of this report is an analysis and action plan for shared services, that is staff or support services shared across the entities within the Cabinet Department. This analysis will assist in the formulation of the plan for this report to the Governor on how to achieve greater efficiency (including cost savings) and effectiveness as it relates to this topic. This work should take into consideration the state of the Department as a whole and the state of each constituent agency, board, and commission.

Questions	Responses
<p>1. After a thorough analysis of shared services within your department, identify all opportunities for more efficient and effective delivery of services and for cost savings.</p> <p>Consider short-term, mid-term, and long-term opportunities.</p>	<p>Project 1: Create Shared Services Business Unit supporting all of Dept. of Commerce.</p> <p>1.1 Action Plan/Scope: Consolidate all Fiscal, HR, IT, and Communications functions and staff into shared services unit; Legal functions and staff to remain in divisions with coordination with Commerce General Counsel.</p> <p>1.2 Benefits:</p> <ul style="list-style-type: none"> • Increased efficiency in terms of utilization of staff and processing time • Decreased expenses through scale of purchasing power and elimination of redundancies. • Consistency in administration of policies and processes across Commerce Dept. • Improved quality of service by building teams working collaboratively rather than in small units isolated within multiple agencies. <p>1.3 Costs: No unique costs identified at this time. This project will be made possible by other investments such as the building move and already planned IT migrations.</p> <p>1.4 Measuring Success:</p> <ul style="list-style-type: none"> • Improvement in processing time (e.g., processing TR-1's, new hire paperwork, check disbursements, etc.); metric = time • Decreased expenses; metric = \$ • Improved quality of services; metric = customer satisfaction. • Specific metrics to be determined Spring 2020.

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Questions	Responses
	<p>1.5 Timeline & Implementation Plan</p> <ul style="list-style-type: none"> • Summer 2019 – Each functional area begins meeting as working groups to study opportunities for shared services integration. • Fall 2019 – Designate leaders of shared services areas. • Winter 2019 – Upon completion of move to new Commerce Bldg., shared services staff are located in same workspace under shared services leadership continue to support current agency. • Summer 2020 – Teams begin supporting multiple agencies within Commerce; assignments to be determined based on workload. <p>1.6 Potential obstacles:</p> <ul style="list-style-type: none"> • Timing of move to new building. • Fear of organizational change. • Funding constraints that limit flexibility of using staff who are funded with federal or special funds. • Delays in migrating to common IT platforms. <p>Project 2: Create a unified staff culture for all Commerce employees.</p> <p>2.1 Action Plan/Scope: Develop a shared culture for employees across all Commerce agencies that embraces the mission of the Department which sees ourselves as a part of a single team.</p> <p>2.2 Benefits:</p> <ul style="list-style-type: none"> • Increased collaboration between agencies. • Consistency in messaging to our external customers. • Greater clarity as to what the organizational “wins” are. • More motivated workforce. • Culture of continuous transformation takes root. <p>2.3 Costs: None identified at this time. Categories of potential costs would be media (print, digital) to enhance internal communications.</p> <p>2.4 Measuring Success:</p> <ul style="list-style-type: none"> • Joint initiatives between Commerce agencies increase; metric = number of jt. initiatives. • Employees take ownership of transforming Commerce; metric = number of transformation suggestions originating from front line staff. • Employees understand and “buy-in” to new culture; metric = qualitative measure based on focus groups, town halls, etc.

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	<ul style="list-style-type: none"> • Specific metrics to be determined Spring 2020 <p>2.5 Timeline:</p> <ul style="list-style-type: none"> • Summer 2019 – Establish Commerce-wide mission statement and metrics; begin regular “touches” with Commerce staff by Secretary. • Fall 2019 – Implement online pathway for transformation ideas to be submitted to Secretary; also begin to regularly celebrate transformation success stories. • Winter 2019 – Commerce-wide new hire orientation process and content launched • Spring 2020 – Launch of Commerce brand • Spring 2021 – Launch employee intranet that encourages collaboration and pushes helpful information directly to employees <p>2.6 Potential obstacles:</p> <ul style="list-style-type: none"> • Lack of buy-in from agency employees. • Budget constraints. <p>Project 3: Develop uniform policies and administrative processes across all of Commerce for Fiscal, HR, IT, Communications, and Legal.</p> <p>3.1 Action Plan/Scope: Implement uniform policies and process for Fiscal, HR, IT, Communications, and Legal agency-wide. Agency specific variances may continue where necessary due to regulatory constraints.</p> <p>3.2 Benefits:</p> <ul style="list-style-type: none"> • Consistency in work environment for all Commerce employees. • Greater efficiency in processing by reducing variances. • Opportunity to identify best practices and move beyond approaches that are no longer helpful. • Uniformity promotes simplification, which can facilitate eventual automation of some processes (especially in Fiscal and HR). <p>3.3 Costs: None identified at this time. Automated tools that may be purchased from third parties will have some costs associated with them, but would generate offsetting savings.</p>

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	<p>3.4 Measuring Success:</p> <ul style="list-style-type: none"> • All policies and processes are documented and accessible to all employees. • Processing time is shortened through uniformity and simplification. • Employee satisfaction increases through the elimination of unnecessary paperwork. <p>3.5 Timeline:</p> <ul style="list-style-type: none"> • Winter 2019 – Understand variances in policies and processes for shared services areas and recommend unified approach. • Spring 2020 – Implement Commerce-wide HR, Legal and Communications policies; simplify employee on-boarding by having forms completed online, when allowable. • Summer 2020 – Begin rolling out Commerce-wide Fiscal policies. • Spring 2021 – automated tools for travel expenses.
<p>2. Develop a plan to implement the efficiency opportunities identified above.</p> <p>What are the key elements and action steps of your plan?</p>	<p>Refer to each project detailed in Question 1.</p>
<p>3. Identify any obstacles to the implementation and success of this plan.</p>	<p>Refer to each project detailed in Question 1.</p>
<p>4. Are there any anticipated costs associated with the plan?</p>	<p>Refer to each project detailed in Question 1.</p>
<p>5. What is the detailed implementation timeline for this plan?</p> <p>How will you track your progress?</p>	<p>Refer to each project detailed in Question 1.</p>

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<p>6. How will you measure the success and results of your plan? Include detailed forecasts of cost savings, efficiencies achieved, etc.</p>	<p>Refer to each project detailed in Question 1. We have identified categories where we believe savings will be realized. These categories include personnel costs (achieved through attrition and redeployment of staff) and purchasing (achieved through elimination of duplicative expenses and increased scale of purchasing). The degree of savings to be realized will be the focus of our shared services working groups over the next several months.</p>
<p>7. How could the Department of Transformation and Shared Services provide support to the Department?</p>	<ul style="list-style-type: none"> • DIS – Facilitate migration of servers to DIS facilities; migrate all Commerce staff to Office 365; provide technical support for building move to minimize down-time. • DBA – Provide support during move and facilitate space planning to enable shared services. • OPM, EBD – Assess opportunities to streamline HR paperwork by moving toward more online forms and eliminating duplicative paperwork.

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