



ENTERPRISE
SERVICES

Annual Report

October 2017

U.S. Department of Commerce

Enterprise Services

Our Mission

To provide innovative, data-driven, and customer-centric services that enable our Commerce colleagues to dedicate themselves wholly to creating the conditions for economic growth and opportunity in America.

Our Vision

To establish the Department of Commerce as the most effective and responsive organization in the Federal government by providing the tools and services our Commerce colleagues need and deserve to exceed their mission objectives.

Message from the Executive Director



Greetings!

Having received Congressional approval of the Department's request, Enterprise Services became an official organization within the Office of the Secretary in December 2016. Until that time, Enterprise Services had been an aspiration of the Department's leadership to improve the performance of mission-enabling service delivery. A project team – largely made up of detailees from the bureaus – had spent the previous year and one-half, assessing whether a shared services model made sense for the Department and, once that determination was made, making plans and designing the future services delivery model. With approvals in hand, project team members became permanent employees of Enterprise Services, investment funds were released, and execution of our Departmental leadership-approved plans commenced.

Today, Enterprise Services is a young, small organization but growing in capacity and capabilities every day. We migrated all remaining bureaus to a common human capital management platform and we began delivering some human resources services to NOAA and six of the Department's bureaus. We anticipate expanding both the scope of our services and customer base significantly next year. Further, we are managing the Department's strategic sourcing portfolio; by leveraging the buying power of the whole organization, we are securing better deals on our commodity purchases and saving our customers money. We are also providing the entire lifecycle of acquisition services to the Office of the Secretary and making plans to support our eight smaller bureaus in the same fashion next year. And, finally, we are providing managed printing services to residents of the Hoover Building as well as some of the Department's smaller bureaus.

As an organization, Enterprise Services has grand ambitions to provide many more mission-enabling services to the Department. But, much more importantly, we aspire to be our customers' provider of choice, based on quality and responsiveness. It may take us some time, and much effort, to achieve those objectives, but we will be relentless in our pursuit of them.

Thank you,

A handwritten signature in black ink that reads "Glenn K. Davidson". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Glenn K. Davidson

Background

Enterprise Services is the first cabinet-level, multi-functional, enterprise-wide shared services operations in the Federal Government. When mature, Enterprise Services will provide Human Resources (HR), Acquisition (ACQ), Information Technology (IT), Financial Management (FM), and other services to the approximately 47,000 employees that work in the Office of the Secretary and the 12 bureaus that comprise the Department.

The journey to establish Enterprise Services started in the fall of 2014. The Department Management Council (DMC) and C-Suite leaders (CXOs) across HR, ACQ, IT, and FM led a current state assessment effort. This assessment determined which obstacles were hindering the Department's effective delivery of mission-enabling services, and identified a subset of functional activities fit for shared services delivery (e.g., high-volume, transactional activities) to transition to Enterprise Services.

Through extensive surveys, focus groups, and interviews – with more than 1,000 employees and stakeholders across the Department – the DMC and CXOs identified three main challenges:

1. The customer experience is substandard and inconsistent.
2. There is a general lack of transparency into operational performance.
3. Employees spend a disproportionate time spent on non-mission activities.

The combination of these challenges has created an environment in which mission-enabling service delivery is actually impeding effective mission focus. Additionally, redundant capabilities, duplicate systems, and inefficient efforts are resulting in high costs for the Department.

We empower our employees to provide gold-standard customer service to the Commerce family so that, in turn, they are free to achieve their mission objectives. Based on the challenges identified in the current state assessment, Commerce leadership identified three overarching goals for Enterprise Services:

1. **Improve the Customer Experience:** Increase overall customer satisfaction through efficient and effective delivery of high-quality services
2. **Enhance Performance Management:** Increase service transparency, accountability, and informed decision making
3. **Enable Greater Mission Focus:** Give back bureau employees' time so they may better focus on strategic activities as opposed to transactional tasks.

This shared approach focuses on enhanced customer service, standardized processes and common systems, and increased transparency and accountability to improve service quality. While reduced costs were not an explicit goal, these three goals will lead to cost avoidance and operational costs savings over time. For example, Enterprise Services assumed responsibility of strategic sourcing from the Office of Acquisition Management (OAM), expanding the portfolio to achieve cost avoidance for the Department.

Who We Are

We recognize that delivering services is not our only job. Enterprise Services is becoming an integral part of the Commerce community. Our core values are:



Own the Work

We recognize outcomes over activities and work relentlessly as a team to find a quality solution that gets the job done – whatever it may take.



Never Stop Inventing

We push the envelope to generate ground-breaking ideas that support and empower the Commerce Family by meeting their needs in new ways.



Respect the “Why”

We take personal pride in the call to public service and see our work as a chance to impact society for good. It’s the “why” behind our day-to-day.



Be Open & Honest

We build trust by being up-front with our customers and ourselves. We’re open about how we deliver services and share information to hold ourselves accountable.



Pioneer the Way

We aren’t afraid to explore uncharted territory and take initiative to lead from the front. We stand up for each other, our principles and our purpose.



Treat Customers as Family

We empower our employees to provide gold-standard customer service to the Commerce family so that, in turn, they are free to achieve their mission objectives.



WHO WE ARE.
HOW WE DO WORK.
WHY IT MATTERS.

These values guide our service delivery and interaction with customers.

Accomplishments

Our initial efforts this year focused on bringing bureaus onto a common human capital management system that enabled us to stand up our first standardized HR services. In addition, we expanded acquisition services and strategic sourcing to improve the customer experience and provide more cost savings.

HRConnect Migration

The Department is now serviced by a single, unified human capital management system called HRConnect. It is an Oracle PeopleSoft application operated by the US Department

of Treasury. United States Patent and Trademark Office (USPTO) and several of the Department's smaller bureaus have used the platform for some years. In December 2016, Enterprise Services migrated the remaining bureaus: Census, National Institute of Standards and Technology (NIST), and National Oceanic and Atmospheric Administration (NOAA). HRConnect is the foundation for Enterprise Services to begin assuming responsibility for time-consuming transactional tasks, such as Personnel Action Requests (PAR) processing, allowing the bureaus to focus more directly on supporting their missions.

In July 2017, Enterprise Services managed the Department's side of HRConnect's upgrade. Today, the Department and Treasury's other customers are using PeopleSoft version 9.2. The upgrade has already enhanced the customer experience with:

- **New Look & Feel:** The upgrade delivered a modern and more intuitive homepage design with a simplified log-in process.
- **Improved Navigation:** The upgrade delivered streamlined access to HRConnect functions, including a consolidated worklist.
- **New Workflow Features:** The upgrade delivered the ability to push actions back to the previous approver.
- **Status Monitoring:** The upgrade delivered the ability to track the status of an action during the approval process.
- **Enhanced Reporting:** The upgrade delivered new and consolidated reports.

HR Services

Based on the current state assessment, it was clear that improving the delivery quality of HR services was a priority for our customers. As such, Enterprise Services focused first on rolling out HR services. Enterprise Services currently provides Personnel Action Request (PAR), or SF-52, processing services to NOAA, six of the Department's smaller bureaus, and the Office of the Secretary. We average more than 3,000 actions per month. Some common PARs are promotions, reassignments, realignments and awards. HR staff and managers are most impacted by the PAR processing roll-out, initiating actions in HRConnect and coordinating with Enterprise Services.

Enterprise Services also established the Enterprise Services Contact Center for HR inquiries, establishing an industry-leading contact center model with multiple intake channels. The Enterprise Services Contact Center is available to all Commerce HR staff and managers for HRConnect and PAR Processing questions. The Contact Center is consistently meeting targets to respond to and resolve more than 90% of inquiries in the target timeframe.

Strategic Sourcing

Enterprise Services has focused on managing and expanding the Department-wide strategic sourcing portfolio to leverage collective buying power and create best-in-class

sourcing agreements. Through awarding strategic sourcing contracts for software, IT hardware, and professional services, Enterprise Services has achieved over \$30M in cost avoidance in FY16 due to economies of scale.

By leveraging the commercially-proven models of shared services and strategic sourcing, the U.S. Department of Commerce is transforming itself into a higher performing organization. The current Enterprise Services strategic sourcing catalog includes:

- Adobe Software Products
- Alternative PDF Editor Software Solutions
- Cisco SMARTnet Maintenance Services
- Salesforce Customer Relationship Management (CRM) Software
- Socrata Open Data Software
- Selected Staff Augmentation Services
- VMware Visualization Software
- Desktops, Laptops and Tablets
- Furniture

Enterprise Services has introduced several new sourcing initiatives, reformed operational practices, and developed new and innovative sourcing tactics. While Census, NIST, NOAA, and USPTO are Enterprise Services' biggest customers, strategic sourcing is available across the Department.

Acquisition Services

In addition, Enterprise Services began offering full lifecycle acquisition services to the Office of the Secretary (OS):

- **Core Acquisition Services** are a general suite of acquisition services to manage contracts and provide training to Contracting Officer Representatives (CORs).
- **Value Add Initiatives** include specialized customer support during the planning and contract closeout stages of the Acquisition lifecycle.

Enterprise Services has supported over 1,000 procurement actions for OS, including Adobe Software buys and cell phone contracts.

Information Technology

Enterprise Services provides secure, standardized, and fully-managed printing services to the 21st Century Workspace Business Centers in the Herbert C. Hoover building, which includes multi-function printing devices with unlimited color printing, consumable replacement, and repairs. The managed printing services have reduced duplicative efforts across bureaus and yielded cost and technical advantages due to economies of scale.

Enterprise Services also established a Department-wide ServiceNow enabling technology contract. Census leverages this contract in support of the Decennial, using it for the contact center component of the C-SHaRPS hiring, recruiting and payroll platform. The Bureau of Economic Analysis (BEA), National Institute of Standards and Technology (NIST), National Telecommunications and Information Administration (NTIA), and FirstNet also use this ServiceNow contract.

What's Next

In FY18, Enterprise Services intends to establish a Services Delivery Center, launch a customer portal, and transition additional services to Enterprise Services.

In FY18, Enterprise Services plans to expand service delivery:

Human Resources	
Compensation & Benefits	Processing compensation and benefits actions, such as bonus and monetary awards, pay changes, leave and pay, or benefits changes
Recruiting & Hiring	End-to-end processing new hire actions including classification, recruiting, assessment, selection, and onboarding
Performance Management	Tracking and transactional activities associated with interim documentation and end-of-year performance appraisals
Learning Management	Management, delivery, and tracking of learning items for all Commerce employees
Acquisition	
Acquisition Support for Small Bureaus	End-to-end acquisition services to manage contracts and provide COR training
Contracting Officer Representative (COR) as a Service	Cadre of CORs available to be deployed to customers based on customer need
Independent Government Cost Estimate Development	Delivery of independent cost estimate for a targeted service
Information Technology	
Identity Access Management (IAM)	Department-wide identity and access management capabilities, such as governance and security monitoring, enterprise directories, and role-based access control

Enterprise Services seeks to fully operationalize the organization and deliver the full-suite of HR, ACQ, and IT in-scope services during FY18. In subsequent years, Enterprise Services will make continuous improvements to the models to improve services, reduce service delivery costs through economies of scale and process re-engineering. Enterprise Services will also launch FM services in the future, starting with grants management, and

travel and relocation management, and following with the introduction of a new, Department-wide financial management system in coordination with the CFO community. Enterprise Services will explore other opportunities to improve mission-enabling services at Commerce.

Learn More

Enterprise Services is excited to work with you as we expand our services. To learn more about Enterprise Services, please visit the [Enterprise Services Intranet](#) or the [Enterprise Services Public Website](#) for the latest updates about our activities. You can also access training resources, reference materials, and FAQs.

To reach out to a member of our team, please reference the contact information below:

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For any questions or feedback, please contact any of us directly or the [Enterprise Services Mailbox](#).