

DOC TRANSFORMATION FAQs

SERVICES SUPPORTING OUR OPERATIONAL EXCELLENCE



On July 30, 2015, Deputy Secretary Bruce Andrews sent an email announcing a transformation of our “mission enabling services.” The below Frequently Asked Questions (FAQs) offer information about what this means for Commerce, and what this means for you. We will add questions and answers over time as this transformation progresses and we receive feedback from you. Please reach out to Mark Tolbert (mtolbert@doc.gov) with any additional questions in the meantime.

1) In Deputy Secretary Andrew’s announcement, he mentioned transformation of “mission enabling services.” What exactly are those services?

“Mission enabling services” provide operational support for Commerce programs and staff on a day-to-day basis. Without these services, we can’t accomplish our mission.

In this transformation, we are referring to a specific subset of mission enabling services: Human Resources (HR), Financial Management (FM), Information Technology (IT), and Acquisition.

2) I understand what you mean by mission enabling services, but why are we transforming these services, and why now?

Secretary Pritzker recently worked in close collaboration with Bureau leadership to develop the 2014-2018 Department of Commerce Strategic Plan. The Strategic Plan identified access to enhanced mission enabling services as a critical dependency for making progress towards the Department’s overall goals and objectives. This led to the Secretary charging the Deputy Secretary and Bureau leadership teams with developing a more effective model for providing these services for customers across Commerce.

3) How will this transformation take place at Commerce?

It’s important to note that a transformation of this nature doesn’t happen overnight. For the past several months, senior Department and Bureau leaders have been working closely together to determine how we can best enhance our mission enabling services. After engaging employees across Bureaus through a series of focus groups, surveys, and interviews – and then looking at best practices in both the public and private sectors – the Secretary, Deputy Secretary and senior leaders have decided to develop and implement a new delivery model for mission enabling services.

4) What is the new service delivery model?

At a high level, the Commerce’s new delivery model for mission enabling services will be have two main components: 1) services that are “shared” across all Bureaus and 2) services that are “retained,” in the Bureaus themselves. The purpose of using a shared services model for mission enabling services is to streamline and standardize processes for enhanced customer service while allowing the retained organizations in the Bureaus to focus more time on strategic processes in partnership with mission staff.

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5) Where are we in this transformation?

We've completed what we call the "Planning Phase" - the analysis and activities listed in Question 3 - and are currently in the midst of a detailed "Design Phase" to determine the specifics of the new service delivery model for Commerce. By the end of the Design Phase we will have also have a much better understanding of the overall timeline for operationalizing the new delivery model.

6) Who is involved in this transformation?

In order to be successful, a transformation of this size requires a lot of input from individuals across the Department. Deputy Secretary Bruce Andrews, Commerce CFO/ASA Ellen Herbst, and Commerce CIO Steve Cooper are leading the transformation as the Executive Sponsors. The Department Management Council (DMC) has taken on the role of the Shared Services Governance Board (SSGB). In this role, the DMC will be making project-wide decisions on key Design Phase recommendations, providing Bureau-specific feedback for each decision, and supporting Department-wide communications throughout the project.

Your Bureau PHRMs, CIOs, CFOs, and BPOs (all commonly referred to as CXOs) play a major role in developing the recommendations that go before the SSGB for decisions. These leaders are actively engaging managers and employees across their functional areas through workshops, interviews, and other activities to best inform the Design of the transformation.

Finally, under the direction of the Secretary, the Executive Sponsors have established an independent team of DOC employees to serve as the full time project team for this transformation. This team includes four functional leads for HR, IT, FM, and Acquisitions, who work with your CXOs and Bureau managers on a day to day basis to drive the transformation forward.

7) This transformation involves a lot of moving pieces – how might I be involved?

The goal of this transformation is enhanced service so we can, in turn, enhance our focus on the mission. As we progress through this initiative some of you may be asked to participate in activities that will help us define service requirements, assist with designing and testing new processes, and/or participate in trainings.

8) Where and when do I find out more?

We will have more information once we reach the end of the Design Phase. Until then, we encourage each of you to reach out to your managers and Bureau leadership and ask for feedback and/or raise any questions you might have. You can also reach out directly to the project team with any additional questions through Mark Tolbert (mtolbert@doc.gov); Mark leads project communications and change management. Your input is critical to the success of this transformation, and we look forward to engaging with you to shape these plans moving forward.

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