

Shared Services Forum

# Department of Transportation Shared Services Program Management Office

Spotlight Presentation

May 12, 2022



# Agenda

- History of Shared Services at DOT
- Vision for the Shared Services PMO
- Recent Success Stories
- Current Challenges
- Feedback from Executive Sponsors
- Open Discussion

# That Was Then

Lessons learned from challenges presented in 2019

Unpredictable funding streams

Variation in funding mechanisms: Working Capital Funds vs. Franchise Funds

Legislative priorities and compliance requirements

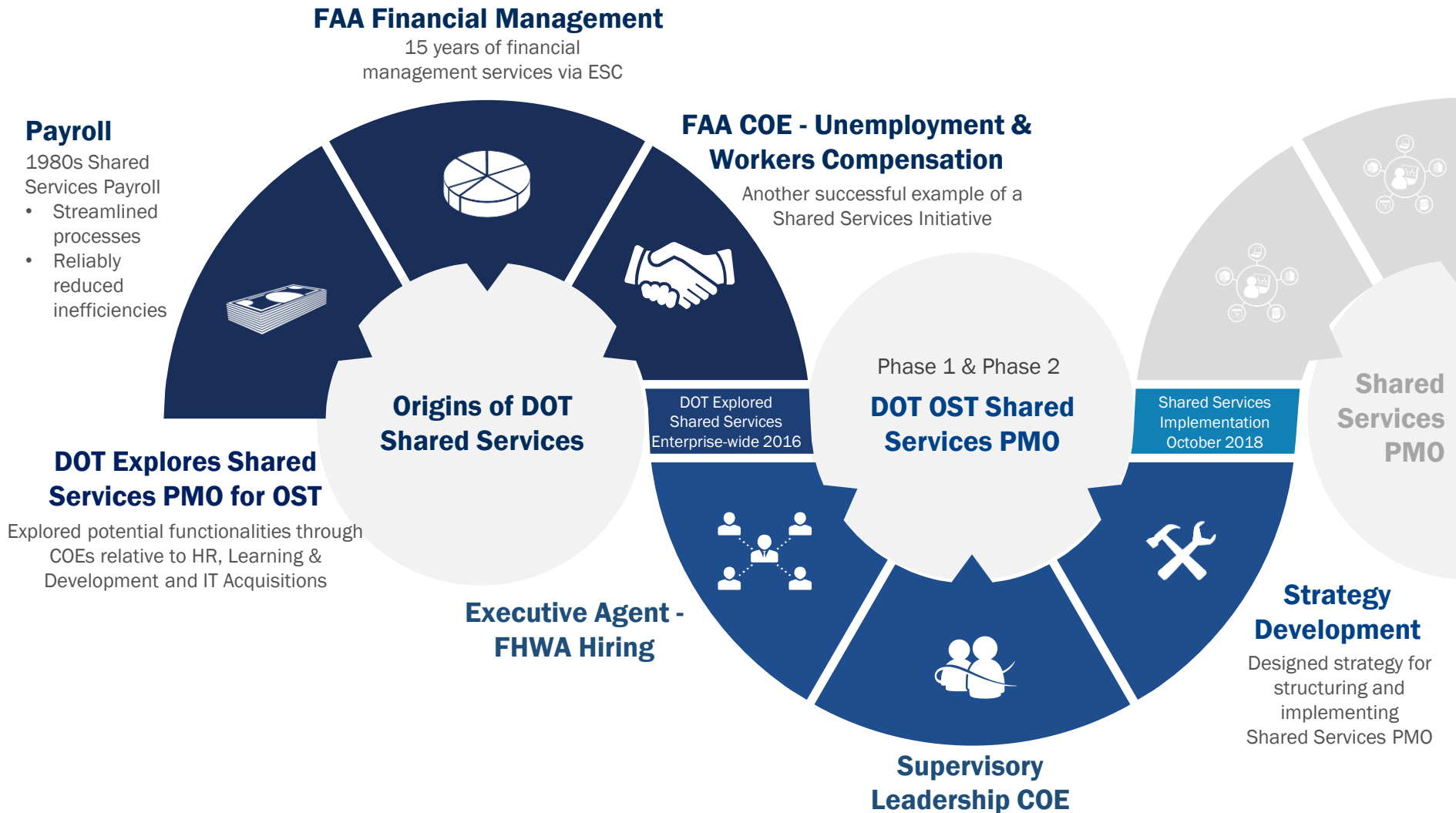
Internal stakeholder buy-in

Acquisition processes not aligned to the shared services model

Bids under protest

# History of Shared Services at DOT

Long-term, successful deployment of shared services



# This Is Now

Building blocks for the progression of DOT shared services



# Shared Services Centers of Excellence

Shared services portfolio that supports the Administration's priorities

## Centers of Excellence

- Executive and Political Resources Center (EPRC)
- HR Operations Center of Excellence (HR Ops)
- IT Acquisition Center of Excellence (IT ACE)
- FAA Financial Management Center of Excellence
- Supervisory Leadership Center of Excellence

The directives and initiatives within these Centers of Excellence align directly with the three priority areas and underlying strategies within the President's Management Agenda

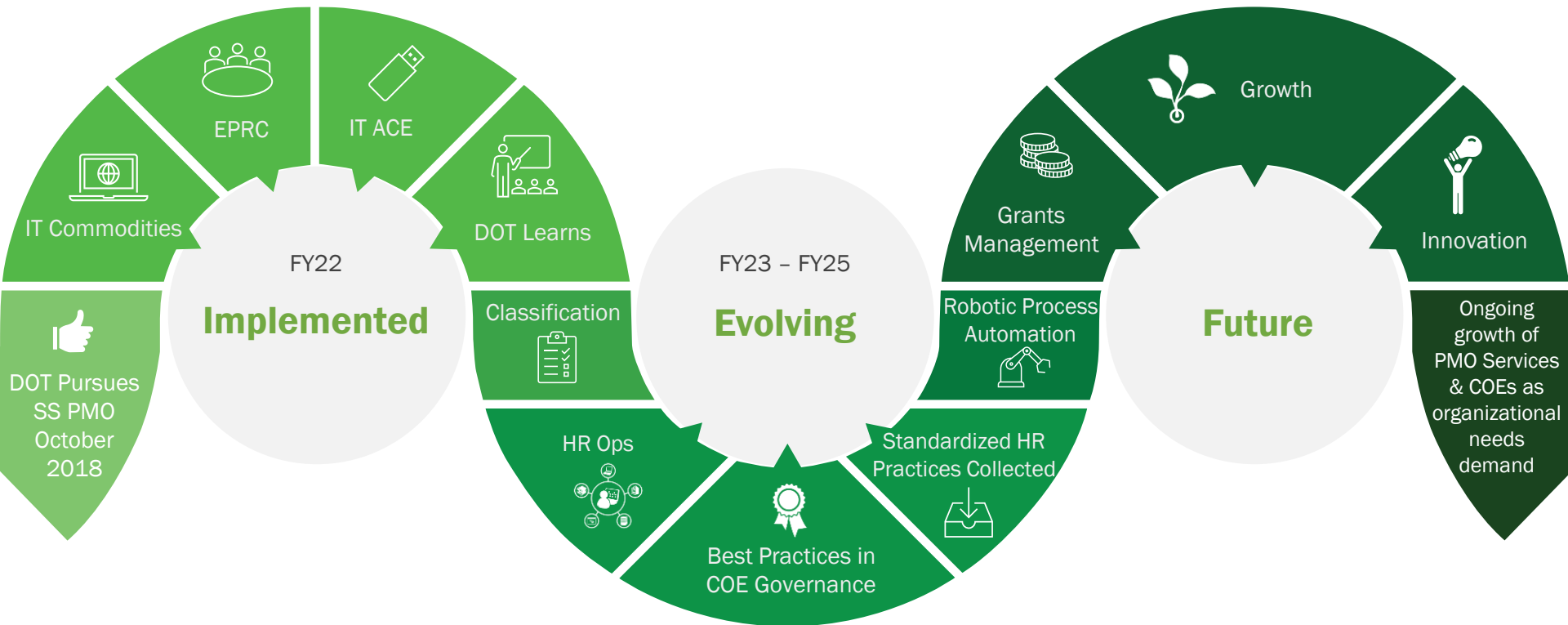
**Priority 1:** Strengthening and empowering the Federal workforce

**Priority 2:** Delivering excellent, equitable, and secure Federal services and customer experience

**Priority 3:** Managing the business of government to build back better

# Vision for the Shared Services PMO

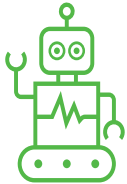
Shared services focused on enhancing the customer experience



**“Sharing” Shared Services.** DOT operates multiple centers of excellence (COE) in a decentralized manner to manage shared services, rather than establishing a centralized shared service organization.

# Recent Successes

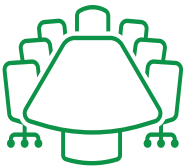
Benefits achieved through greater adoption of shared services



## Robotic Process Automation (RPA)

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- Hosted the Department's first Bot-A-Thon program with over 100 participants from six different modes
- Awarded cash prizes to first, second, and third place bots after receiving 12 bots
- Participating in GSA's RPA Community of Practice Mentoring Program
- Defining the future of RPA as a shared service across DOT



## HR Operations

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- Streamlined and standardized HR processes to provide more consistency
- Utilized change management to move executive resources to a single EPRC



## IT Acquisition Center of Excellence (ACE)

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- Achieved standardization across all IT spend, particularly for services
- Acquired specialization of procurement knowledge / business acumen related to IT by aligning certified Digital IT Acquisition Professionals within one procurement office
- Supported category management and the Federal Information Technology Acquisition Reform Act
- Standardized vacancy announcements for required ramp up in hiring due to the Infrastructure Investment and Jobs Act (IIJA)



# Current Challenges

Environmental factors present opportunities for innovation



## Continuing Resolutions

- Continued disruption caused by ongoing Continuing Resolutions
- Advanced planning for working capital funds to ensure sufficient cash flows

## Employee Reentry

- Employee reentry creates logistical challenges
- Adoption of a new hybrid model creates opportunities for continuous improvement



## Centralized Funding Method

- Centralized funding method for OAs to pay for shared services
- Intra-Agency Agreements are cumbersome with limited flexibility

## Increased Hiring Targets

- Aggressive hiring goals resulting from the IIJA
- Limited bandwidth to implement classification services



# Feedback from Shared Services Leads

Best practices identified by DOT leadership



## Building Community

Building a stronger community within DOT improves networking and cross-training opportunities for employees



## Enabling Standardization

Standardizing services provided through Centers of Excellence enables the shared services platform to meet Administrative priorities



## Focusing on Customer Engagement

Continuing to engage with customers as the service portfolios within the Centers of Excellence expands leads to greater awareness and buy-in throughout the Department

# Open Discussion Questions

Information sharing to foster continuous learning

1. What performance metrics do you have in place to track the effectiveness of your organization's shared services?

2. How have you integrated multiple funding streams into your shared services? What strategies are in place to address CR funding challenges?

3. What measures are in place to manage successful employee reentry and to tackle unexpected challenges from adopting a hybrid work model?

4. What best practices are emerging in your organizations to further shared services?

5. How are you expanding the shared services portfolio within your organization to meet future needs?

# Thank you!



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mission. safety. support.