

SHARED SERVICES IN TRANSITION

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History of Shared Services at DOI

- National Business Center → Interior Business Center
 - Payroll provider
 - Bush Administration one of four payroll shared service providers
 - FM LOB and HR LOB integrated multi-functional shared services
 - Acquisition Franchise Fund
- OCIO
 - Clinger-Cohen
 - FITARA
- HR Shared Services
 - Organic Bureau level efforts at National Park Service, Fish and Wildlife Service, Bureau of Land Management
 - Regionalization encourages shared certificates
 - Standard position descriptions facilitate shared certificates

History of Shared Services at DOI

- Acquisition

- IBC's competitive advantage or not vs. bureau procurement functions
- Specialized acquisition: aviation, UAS
- COVID and PPE acquisition
- Procurement artefact library
- Enterprise laptop/desktop/tablet contract
- One Amazon contract

- Financial Assistance

- Calendar 2020 deployment of GrantSolutions
- Transparency and Accountability

Shared Services Drivers

- Save money for mission (If OMB or the CFO don't steal it)
- Reduce cybersecurity risks (monitor fewer and better protected systems)
- Simplify supply chain risk management
- Simplify management (juggle fewer balls)
- Franchise Fund "profits" to improve technology infrastructure
- Because OMB said so

Shared Services Risks

- Biting off more than you can chew
 - → Public humiliation, damage to careers, lose a lot of money
- Neglecting change management
 - → Throwing a party and no one comes
- Neglecting Business Process Re-Engineering
 - → Being a more efficient provider of something that is awkward
- Not defining the problem correctly
 - → Being the best wooden battleship manufacturer (e.g.: NewPay?)
- Poor Project Management
 - Under-resourcing
 - Cost over-runs
 - Schedule slippage
 - Quality Control

Change of Administration Risks

- All risks are greater when the new President is of a different party than the former President
- “If the other team liked it, then it must be bad.”
- “I can’t trust what these civil servants tell me because they are loyalists of the old regime.”
- No leadership for months on end
- New leadership may not know what it is doing for the first 6-12 months
 - “What is OMB anyway, and why should I care?”
 - “What’s an Appropriations Committee? Those people are annoying.”
 - “Let’s hire my daughter to be the new CIO. She’s really smart.”
 - “The FAR is silly. Just give my friend the contract, and don’t worry about it.”
 - “The President told me to change this agency when we were at the truck-stop where he bought a candy bar from me during the campaign.”

Maintaining Momentum on Shared Services During a Transition

- Branding
 - Find a tie to the President's campaign rhetoric
 - Find a tie to the new agency head's record/rhetoric
 - Associate your ideas with the new President's Management Agenda
- Provide information to bolster arguments of career SES advocates
- Show how Shared Services can save money to fund agency head priorities
- Manage risk
 - Show quick and easy wins for the new boss
 - Show how risk of bad press/GAO/IG investigations can be reduced
- Generate external support
 - Congress
 - Good government groups/think tanks
 - Groups the new agency head likes
- Realize message will need to be delivered repeatedly over at least a year as new team continuously re-forms, re-storms, and re-norms