SUMMARY OF CURRENT STATE

How might we re-think and re-organize to provide premium Executive Resource service to our Leadership in an effective and efficient way?

• OBJECTIVE: Our goal is to improve customer service to Senior Leaders by streamlining processes and addressing succession planning skill gaps.

• SCOPE: Approximately 97 SES, 15 SL, 125 Schedule C Employees, 10 Experts and Consultants, and 3 Limited Term SES.

• FOCUS: Create a service delivery model that is streamlined, consistent, efficient and measurable, which will:
  - Mitigate risks
  - Improve quality of services
  - Increase economies of scale
  - Improve accountability
  - Position the Department for external shared services
IMPETUS FOR CHANGE

• DRIVERS FOR CHANGE: Current Skills and information are in silos, Increased demand for Office of Executive Resources (OER) strategic oversight and data to inform Agency-wide decisions, increased need for stronger Internal Controls and standardized processes.

• STAKEHOLDERS: Departmental leadership, staff, OMB, GAO, OPM, Congress, special interest groups and the public

• PROGRESS (TO DATE):
  — Exploration of automation and new systems to improve data accuracy and tracking ability
  — New skilled employees who have developed SOPs, process maps, and internal guidance.
  — Revised performance standards and weekly conversations about new expectations.
  — Cross training and employee shadowing
KEY CHALLENGES:

Ability to provide premium service that is cost effective in a time of shrinking resources and skills.

• Need for cost effective model that results in optimum service
• Scalability - Currently a Boutique Service.
• Shrinkage of seasoned specialists across government (poaching of qualified staff)
• Continually changing leadership
• Skills mix - Employees who have not been foundationally trained
• Impending loss of knowledge due to employee attrition
NEXT STEPS – WHAT WE ARE CONSIDERING

• Opportunities for Economies of Scale
  • Outsource VIP one-stop shop for Executive Resources to other Agencies to share costs.
  • Look at developing a shared service contract that could service more than one Agency.
• Restructure office into current (HUD) shared service contract