

HUD

ENTERPRISE-WIDE SHARED SERVICES INITIATIVE

OFFICE OF EXECUTIVE RESOURCES

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