SHARED SERVICES IN TRANSITION

Scott J. Cameron
Soon to be Former Acting Assistant Secretary for Policy, Management and Budget
Department of the Interior
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