

Report on Department Policy

Department: Commerce

Secretary: Mike Preston

The primary purpose of this report is to review existing policies and prompt an analysis of the opportunities for the integration of division policies within your department for standardization. An analysis of *policies* should consider all relevant factors including outdated processes, duplication across divisions, unique requirements, and opportunities for standardization. This analysis should take a holistic approach for developing action plans to deliver efficiency and effectiveness improvements while maintaining standardization across the Department.

Policy Integration Project

- 1.1. Provide a brief description of integration opportunities across divisions for policy standardization at the department level where practicable. What is the action plan for integrating policies? What are the benefits?

The following areas have been identified for developing Commerce-wide policies and procedures:

- Fleet management
- Travel and conference travel
- Purchasing/procurement
- Payments
- Human Resources Policy and Procedures, including:
 - Recruitment and Hiring
 - Personnel records management and classification & compensation
 - Payroll
 - Benefits management
 - Training and staff development
 - Employee relations
 - Risk management/Workers' Compensation
 - Operations and HR Management
- AASIS Role Assignment
- Policies and record retention
- Information technology policy and procedures

Representatives from each business area that are subject matter experts in these areas will collaborate to develop a Commerce wide policy for each of these topics. The benefit of standardizing the above procedures and policies will ensure consistency across the Department of Commerce, create efficiencies over time, as well as ensure adherence to DFA, TSS, state, and federal requirements.

- 1.2. What steps will you take to gather the necessary information to determine whether division policies can be integrated? Address any key division requirements preventing policy integration if applicable.

The initial effort to integrate these policies will involve relocating all divisions within the Department of Commerce to the new Commerce building. Subject matter experts will then be assigned to lead each group through a guided discussion, and decision-making process that will identify best practices for each policy. This will include evaluating the current documentation and practices of each business area, identifying any gaps between each business area, and then determining the best solution for the Department of Commerce. Some of these solutions will need to be coordinated with IT staff to identify possibilities for automation and to document system requirements and processes. Buy-in from each division director, as well as Commerce leadership will be required prior to roll-out of any/all policy.

Obstacles preventing or delaying integration could be requirements from funding sources, such as the various federal entities, from which approval is required to integrate relevant processes and the sharing of resources.

- 1.3. Are there any anticipated costs associated with revising and standardizing policies? Does your current budget have sufficient funds to cover all anticipated costs?

The anticipated cost could include the price of any proposed software to automate the processes related to these policies. Any software cost will be offset with efficiency gains over time and will be covered within existing budgets.

- 1.4. What is the implementation timeline and key action steps for this policy roll-out? How will you communicate this timeline and policy roll-out to division stakeholders?

Each policy will require various amounts of time for implementation. These schedules will depend largely on the differences and requirements identified by each division, as well as the availability of personnel. The first policy will be addressed in late spring of 2020, at which time all divisions should be located together at the Commerce building, with implementation of the first policy to be completed by early fall 2020, if not before, depending on the solution identified. The remaining processes expect to be done concurrently, depending on the personnel identified to participate in the working group. However, all policies are expected to be implemented by the winter of 2020/2021. Project plans for each policy will need to be created and managed by the working groups and updates will be provided to the Commerce leadership team via weekly meetings.

- 1.5. How could the Department of Transformation and Shared Services provide support to your Department?

It would be helpful if the Department of Transformation and Shared Services provided a forum for all Departments to share knowledge and helpful information regarding what solutions are identified. This process would be helpful to others in identifying effective solutions, or at a minimum, passing along experience and recommendations from other agencies that might be helpful.

Additional thoughts/comments: