



Modernizing Government for the 21st Century



PROCURE-TO-PAY
TRAINING SYMPOSIUM 2018



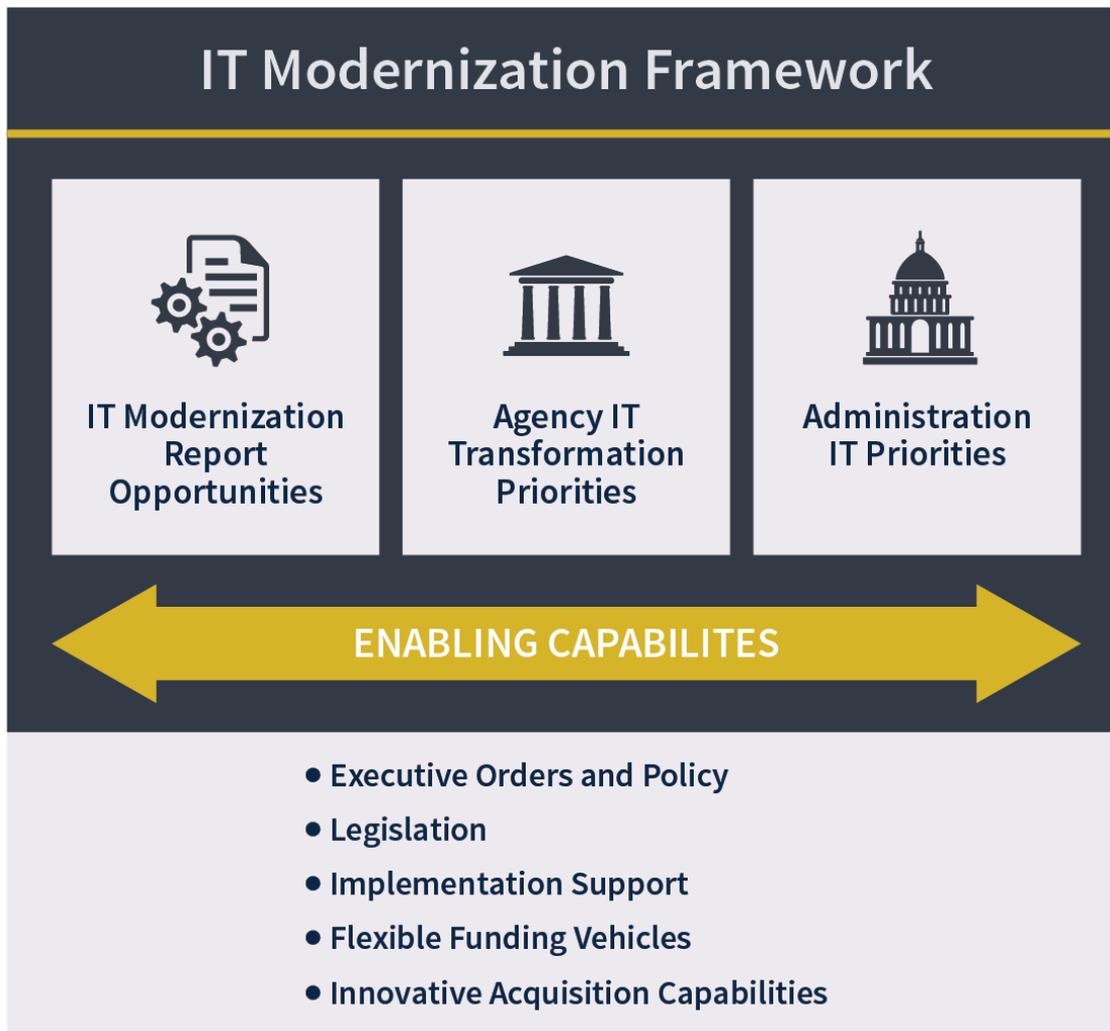
What Is Different?

Government modernization will be rooted in the intersection of transforming technology, data, process, and people -- not working in silos. (visit www.performance.gov for full details)





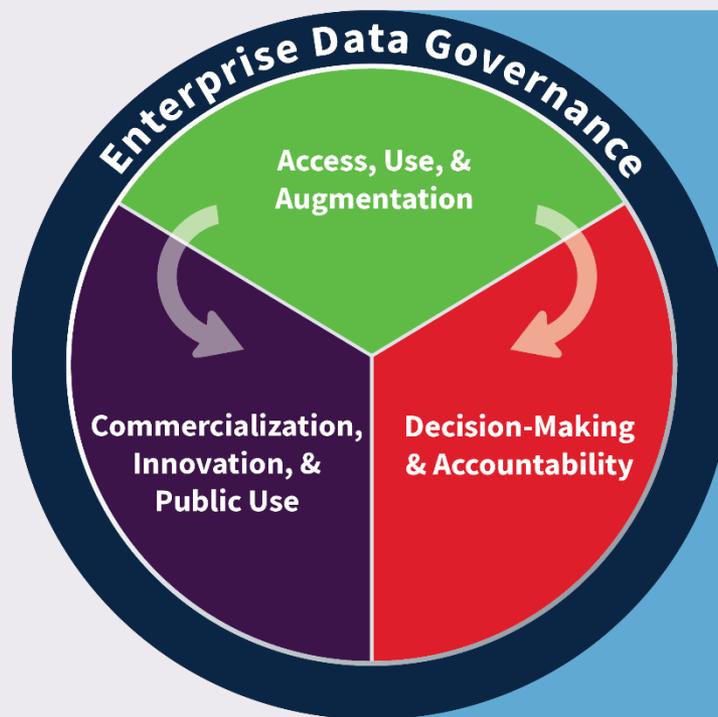
Drivers of Change: IT Modernization





Drivers of Change: Data

A Federal Data Strategy for Today's Work Environment

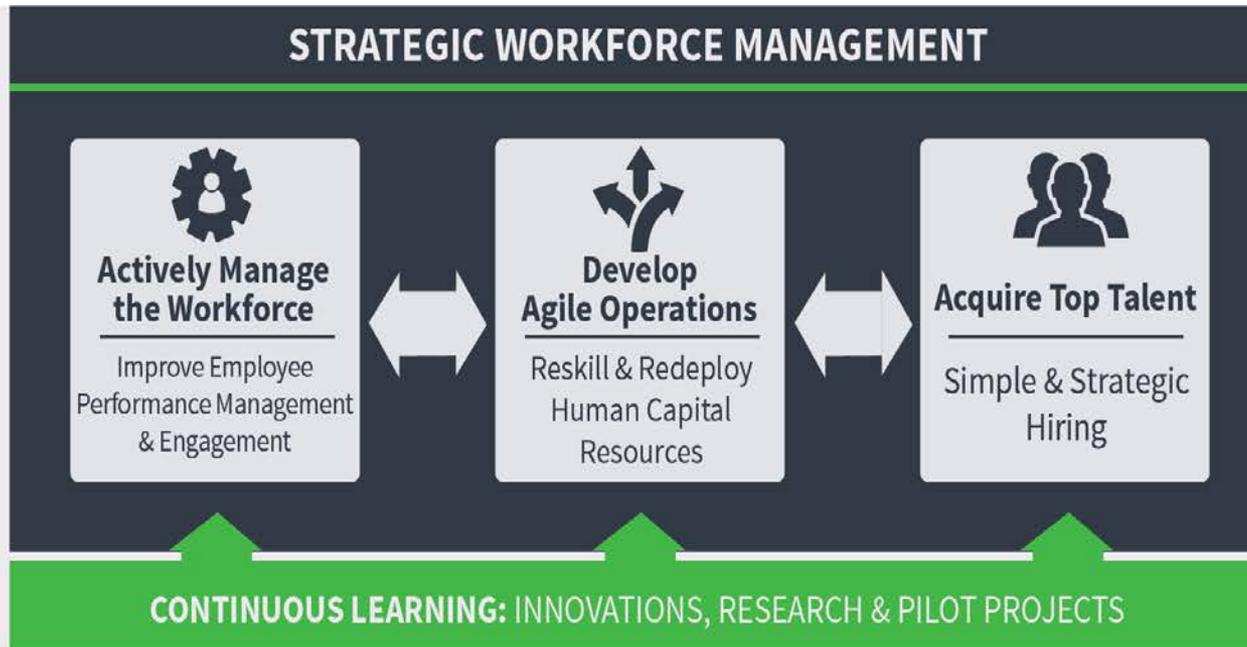


4 Crosscutting
Drivers of Change

- Policy
- People
- Process
- Platform



Drivers of Change: Workforce

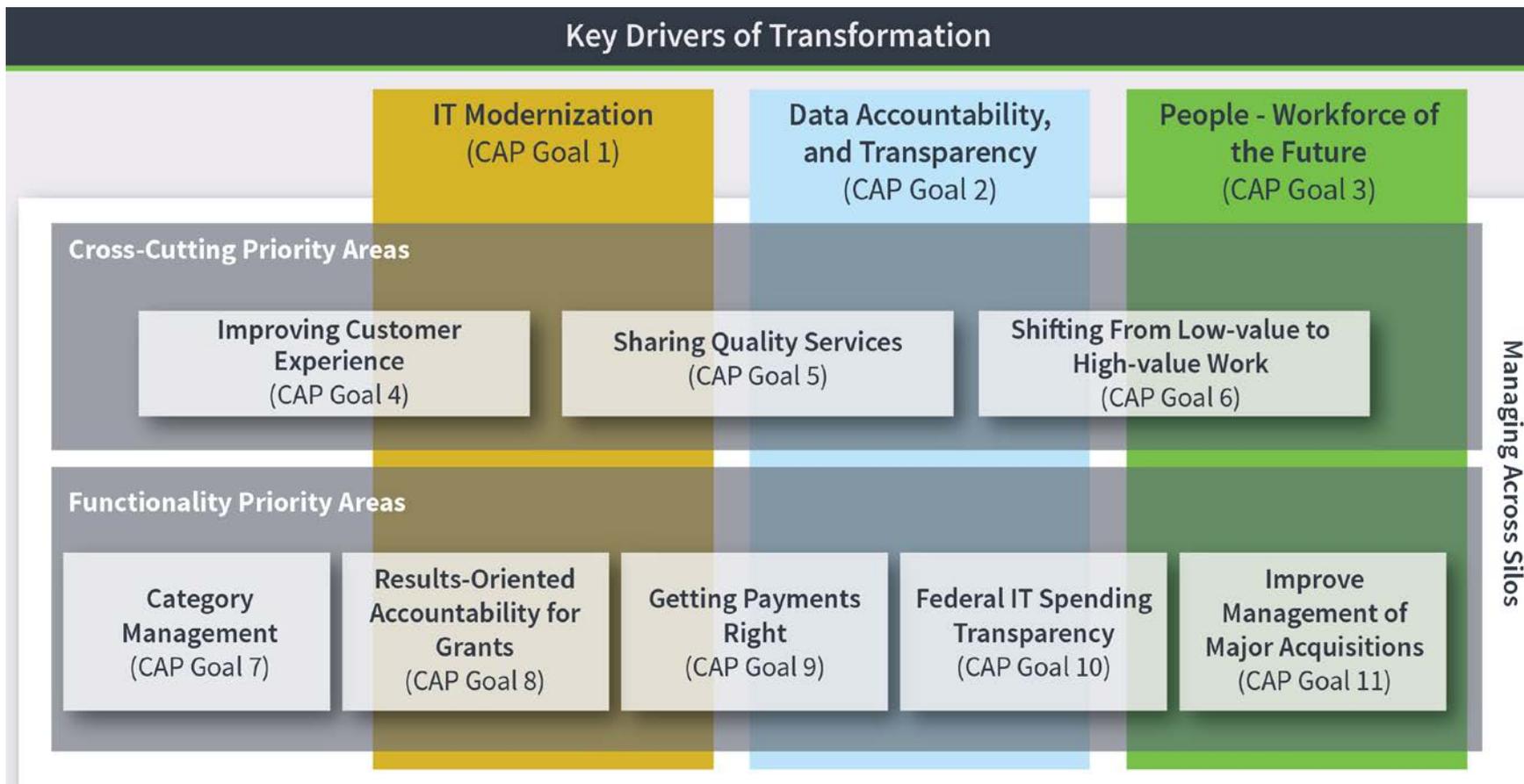


ENABLERS:

- Leverage data and analytics
- Utilize information technology and tools
- Align financial models/incentives
- Simplify legal and policy framework
(requires legislative and regulatory change)



Cross-Agency Priority Goals





Crosscutting Example: Moving to a Paperless Government

Improve Efficiency and Effectiveness of Administrative Services across Government

- Make the majority of Federal payments electronically.
- Implement electronic invoicing for Federal contracts.

Develop a Workforce for 21st Century

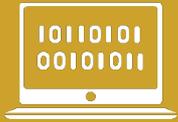
- Develop and deploy a standard employee digital record.
- Enable seamless and paperless transfers between agencies.

Shift from Low-Value to High-Value Work

- Eliminate outdated Congressionally-mandated reporting requirements.

Improve the Customer Experience with Federal Services

- Improve digital services
- Develop paperless forms tool, which lets an agency prototype online forms eight times faster than current processes.



Modernize IT to Increase Productivity and Security

Goal Leaders

Steve Censky, Deputy Secretary, United States Department of Agriculture

Chris Liddell, Office of American Innovation, Executive Office of the President

Suzette Kent, Federal Chief Information Officer, Office of Management and Budget



Goal Statement

- The Executive Branch will build and maintain more modern, secure, and resilient information technology (IT) to enhance mission delivery and productivity – driving value by increasing efficiencies of Government IT spending while potentially reducing costs, increasing efficiencies, and enhancing citizen engagement and satisfaction with the services we provide.



Challenges

- Limited accountability for achieving enterprise-wide outcomes that enhance IT service effectiveness and reduce cybersecurity risks.
- Slow adoption of cutting edge commercial technologies due to onerous acquisition and authorization processes.
- Federal agencies employ patchwork network architectures and rely on legacy systems that are costly and difficult to secure and upgrade.



Opportunities

- Expand the use of modern commercial technologies that are effective, economical, and secure.
- Reduce the impact of cybersecurity risks by safeguarding IT systems, sensitive data, and networks.
- Leverage common solutions and innovative practices to improve efficiency, increase security, and ultimately meet citizens' needs.



Goal Structure

Modernizing Federal IT will enhance mission effectiveness and reduce mission risks through a series of complementary activities that culminate in 2022.



Enhance Mission Effectiveness

Improve the quality and efficiency of critical citizen-facing services by modernizing the IT stack and removing the barriers for rapidly adopting the best-in-class commercial solutions.



Reduce Cybersecurity Risks to the Federal Mission

Mitigate the impact of risks to Federal agencies' data, systems, and networks by implementing cutting edge cybersecurity capabilities.



Build a Modern IT Workforce

Enable agencies to develop and empower an IT workforce with the skills to achieve modernization goals and support up-to-date technology.



Leveraging Data as a Strategic Asset

Goal Leaders

Pradeep Belur, Chief of Staff, Small Business Administration

Karen Dunn Kelley, Under Secretary of Economic Affairs and Acting Deputy Secretary, Dept. of Commerce

Jack Wilmer, Senior Advisor for Cybersecurity and IT Modernization, Office of Science and Technology Policy

Suzette Kent, Federal Chief Information Officer, Office of Management and Budget

Nancy Potok, Chief Statistician of the United States, Office of Management and Budget



Goal Statement

- Leverage data as a strategic asset to grow the economy, increase the effectiveness of the Federal Government, facilitate oversight, and promote transparency.



Challenge

- The use of data is transforming society, business, and the economy. Data provided by the Federal Government have a unique place in society and maintaining trust in Federal data is pivotal to a democratic process. The Federal Government needs a robust, integrated approach to using data to deliver on mission, serve customers, and steward resources while respecting privacy and confidentiality.



Opportunity

- Develop a long-term, enterprise-wide Federal Data Strategy to better govern and leverage the Federal Government's data.
- Enable government data to be accessible and useful for the American public, businesses, and researchers.
- Improve the use of data for decision-making and accountability for the Federal Government, including for policy-making, innovation, oversight, and learning.



Workforce for the 21st Century

Goal Leaders

Dr. Jeff T.H. Pon, Director, Office of Personnel Management

Jay Gibson, Chief Management Officer, Department of Defense

Peter Warren, Associate Director for Performance and Personnel Management,
Office of Management and Budget



Goal Leaders: OPM, DoD, OMB

Improve Employee Performance Management & Engagement

Strategies:

- Provide support to managers, equipping them to manage effectively.
- Streamline performance management and dismissal procedures.
- Increase the link between pay and performance, and regularly reward high performers.
- Strengthen organizational management practices and accountability for employee engagement.
- Focus intense employee engagement improvement efforts on the lowest-performing organizations, to reduce mission risk.

Reskill & Redeploy Human Capital Resources

Strategies:

- Identify opportunities for automation, and increase the overall efficiency of the workforce.
- Invest in and develop the workforce based on identification of emerging and mission critical skills.
- Reskill and redeploy employees from lower value work activities to higher value work activities.

Simple & Strategic Hiring

Strategies:

- Make it easier to recruit top talent, reducing the time it takes to complete the hiring cycle from recruitment to onboarding.
- Improve the ability to differentiate applicants' qualifications, competencies, and experience.
- Develop the capacity and skills of HR professionals to better serve customers.
- Add hiring process automation.
- Improve the applicant experience.
- Eliminate burdensome policies and procedures.





Improving Customer Experience with Federal Services

Goal Leaders

Thomas Bowman, Deputy Secretary, Department of Veterans Affairs

Matt Cutts, Acting Administrator, U.S. Digital Service

Dustin Brown, Deputy Assistant Director for Management, Office of Management and Budget



Goal Statement

- Provide a modern, streamlined, and responsive customer experience across government, comparable to leading private-sector organizations.



Challenge

- Citizens and businesses expect well-designed, efficient government services that are generally comparable in quality to that of leading private-sector organizations.
- Despite some important strides to improve customer experience, many federal government services fail to meet the expectations of the public, creating unnecessary hassle and cost for citizens, businesses, and the government itself.



Opportunity

- Increase trust in the Federal Government by improving the experience citizens and businesses have with federal services across all service channels.
- Transform the customer experience by improving the usability and reliability of our government's most critical digital services.
- Create measurable improvements in customer satisfaction by using the principles and practices proven by leading private-sector organizations.



Goal Structure

Provide a modern, streamlined, and responsive customer experience across government, comparable to leading private sector organizations



STRATEGY 1:
Improve Digital Services (USDS)

Improve the usability and reliability of the government's most critical digital services

STRATEGY 2:
**Modernize Customer Experience
for the 21st Century (PPM)**

Bring federal customer experience to 21st century standards by enabling self-service and leveraging customer data/feedback for high-impact programs

STRATEGY 3:
Celebrate Success (PPM)

Reward individuals and initiatives that demonstrate outstanding customer experience



Supporting Strategy:
Keep a Customer Focus (PPM)

Create a support and accountability network to ensure sustainable customer experience improvement across government using clear guidance, modern tools, and engagement of staff at all levels





Sharing Quality Services: Improving Efficiency and Effectiveness of Administrative Services Across Government

Goal Leaders:

Emily Murphy, Administrator, General Services Administration

Lesley Field, Deputy Administrator for Federal Procurement Policy and Shared Services
Policy Officer, Office of Management and Budget

Suzette Kent, Federal Chief Information Officer, Office of Management and Budget



Sharing Quality Services Goal Structure

Establish a strategic government-wide framework for improving the effectiveness and efficiency of administrative services by 2020 that leads to continual improvements in performance, operational cost savings of 20% annually once at scale or an estimated \$2B over 10 years, and improved customer experience.



Enhance Mission Effectiveness

by creating a shared government where the tools and expertise for administrative services are available/pooled across agencies. Sharing administrative capabilities will reduce taxpayer costs by 20% annually once implemented or an estimated over \$2B over 10 years while also increasing satisfaction with those services. Changing how we manage administrative activities will reduce the resources needed and result in faster hiring to secure the border, faster payments to small businesses so the economy can continue to grow and thrive, and simplifying grants applications so more resources are directed to results rather than compliance.



Establish a Strategic Foundation

that creates a flexible, competitive environment for shared government-wide capabilities. Setting and adopting government-wide standards will allow better partnerships with the private sector and supports long-term innovation. Identifying targeted functions and capabilities over a 10 year period creates stability for agency and industry planning.



Opportunities for transformation include converging around common standards for administrative activities to reduce “unique” requirements and duplicate contracts and:

1. Leveraging commercial solutions and innovative practices, to include separating technology from services in order to maintain innovation and competition (*see Modernizing IT to Increase Productivity and Security*).
2. Providing the Federal workforce with modern tools and access to experts that will improve delivery of services for citizens (*see Shifting from Low-Value to High-Value Work and Developing a Workforce for the 21st Century*).
3. Establishing a 10-year plan for continuous improvement and delivery of quality services and technology for administrative services by:
 - a) **Expanding the number and use of common solutions** to reduce duplication and costs. This includes common technology or contracts that increase choices that can be shared by multiple agencies (*see Increase Adoption of Category Management Solutions*).
 - b) **Improving the quality and delivery** of shared services by using common solutions, standard administrative operations, and core performance metrics.
 - c) **Increasing availability and use of centralized services** for highly standardized processes or outcomes to eliminate redundancy and reduce risks.





Sharing Quality Services

Aligning ideas with strategies

Mission Support Service	a. Expanding the number and use of common solutions.	b. Improving the quality and delivery of shared services.	c. Increasing availability and use of centralized services.
Human Resources transactions	<ol style="list-style-type: none"> Increase use of common solutions (<i>Increase Adoption of Category Management Solutions</i>) Establish and begin implementing modern commercial technology for processing HR transactions for payroll, time and attendance, and employee lifecycle management. 	<ol style="list-style-type: none"> Designate Federal organization(s) responsible for payroll. <p>Increase satisfaction with human resource transactions.</p> <p>Transition to common solutions.</p>	<ol style="list-style-type: none"> Eliminate paper employee records by creating a standard employee digital record. Designate Federal organization responsible for HR transactions and storefront.
Financial Management	<ol style="list-style-type: none"> Establish and begin implementing modern commercial technology solutions for core financial management. Increase use of purchase cards as payments and rebates. 	<p>Increase satisfaction with financial management.</p> <p>Transition to common solutions.</p>	<ol style="list-style-type: none"> Designate Federal organization responsible for financial management storefront. Increase Federal electronic payments.
Procurement	<ol style="list-style-type: none"> Implement common solutions for contract closeout. Implement common solutions for contract writing. 	<p>Increase satisfaction with procurement.</p> <p>Adopt common solutions.</p>	<ol style="list-style-type: none"> Centralize aspects of management of Federal purchase cards to reduce burden and costs. Implement electronic invoicing for Federal contracts. Designate Federal organization responsible for contracting storefront.
Grants Management	<p>See <i>Results-Oriented Accountability for Grants</i></p>	<p>Adopt centralized services.</p>	<ol style="list-style-type: none"> Centralize certifications and representations for those interested in Federal grant awards. Designate Federal organization responsible for grants management storefront.
Operations Support		<p>Transition to centralized services.</p>	<ol style="list-style-type: none"> Consolidate Federal fleet management to reduce costs.
Information Technology	<p>See <i>Modernizing IT to Increase Productivity and Security and Improving Business, Financial and Acquisition Outcomes through Federal IT Cost Transparency</i></p>	<p>Transition to common solutions.</p> <p>Increase satisfaction with IT.</p>	<ol style="list-style-type: none"> Designate Federal agency to provide IT infrastructure for administrative support services. <p>See IT Modernization CAP goal for embracing cloud email and a single log-in for citizens</p>





Shifting From Low-Value to High-Value Work

Goal Leaders:

Pamela Hughes Patenaude, Deputy Secretary, Department of Housing and Urban Development

Peter Warren, Associate Director for Performance and Personnel Management,
Office of Management and Budget

Dustin Brown, Deputy Assistant Director for Management, Office of Management and Budget



Goal Statement

Federal agencies will shift time, effort, and funding currently spent complying with unnecessary and obsolete policies, guidance, and reporting requirements, toward accomplishing mission-critical objectives and other high-value work, with the objective of achieving no new net burden annually.



Challenge

Agencies must comply with hundreds of guidance documents and reporting requirements, built up over successive administrations, that persist over time despite changes to the circumstances they were intended to address.

Time, energy, and dollars spent performing repetitive administrative tasks and complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.



Opportunity

Central Management Offices (OMB, GSA, OPM) can evaluate and improve the processes through which they issue guidance to Federal Agencies, to increase the effectiveness of Agency performance while reducing the burden of compliance with these central-management offices' requirements.

Federal Agencies can help identify burdensome and low-return practices, policies, guidance, and requirements, both those from central-management offices and those internal to the Agencies, to improve the pursuit of mission outcomes while reducing burden.



Goal Structure

Reduce Burden and Shift Resources to High-Value Work



STRATEGY 1:

Improve the
Return on Investment
(ROI)
of OMB Guidance



STRATEGY 2:

Reduce Compliance
Requirements
from Central
Management Agencies



STRATEGY 3:

Eliminate Outdated
Congressionally-
Mandated Reporting
Requirements



STRATEGY 4:

Reduce Unnecessary
Agency Costs
and Compliance
Requirements



SUPPORTING STRATEGY:

Create Ongoing Accountability, Incentives, and Capabilities for Reducing Burden



Category Management *Leveraging Common Contracts and Best Practices to Drive Savings and Efficiencies*

Goal Leaders

John H. Gibson III, Chief Management Officer, Department of Defense

Lesley Field, Deputy Administrator, Office of Federal Procurement Policy, OMB



Goal Statement

- The Federal government will buy common goods and services as an enterprise to eliminate redundancies, increase efficiency, and deliver more value and savings from the government's acquisition programs. By the end of FY 2020, the government will achieve \$18 billion in savings for taxpayers by applying category management principles—or smart decision-making where agencies buy the same kinds of goods and services through best value contract solutions—to 60% of common spend. In addition, the government will reduce duplicative contracts by 50,000, potentially reducing administrative costs by hundreds of millions of dollars.



Challenge

- The Federal Government spends over \$300 billion on common goods and services each year. However, agencies buy in a fragmented manner, taxpayers often do not get the benefit of the Government's position as the largest buyer in the world.
- Hundreds - and in some cases thousands - of duplicative contracts are awarded to the same vendors for similar requirements. This fragmentation leads agencies to pay significantly different prices - sometimes varying by over 300% - for the same items.



Opportunity

- The Government will not only save taxpayer dollars, but this effort will improve mission outcomes. For example, this will allow our law enforcement personnel to have easier access to equipment, such as ammunition and body armor, to ensure their safety; medical professionals can order pharmaceuticals through electronic catalogues to save time and focus more on patients; and agencies can buy standardized computers, which will allow them more easily prioritize modernizing the Government's information technology infrastructure.





Category Management Government-wide Categories

Total FY17 Spend - \$465B | FY17 common spend - \$303B

**Facilities & Construction ≈\$81.2B
Led by GSA**

- Construction Related Materials
- Construction Related Services
- Facilities Purchase & Lease
- Facility Related Materials
- Facility Related Services

**Professional Services ≈\$71.1B
Led by GSA**

- Business Admin Services
- Financial Services
- Legal Services
- Management & Advisory Services
- Marketing & Public Relations
- Research & Development
- Social Services
- Technical & Engineering Services

**IT ≈\$56.7B
Led by GSA**

- IT Software
- IT Hardware
- IT Consulting
- IT Security
- IT Outsourcing
- Telecomms

**Medical ≈\$43.5B
Co-Led by DoD and VA**

- Drugs & Pharmaceutical Products
- Healthcare Services
- Medical Equipment, Accessories, & Supplies

**Transportation & Logistics ≈\$28.5B
Led by DoD**

- Fuels
- Logistics Support Services
- Motor Vehicles (non-combat)
- Package Delivery & Packaging
- Transportation Equipment
- Transportation of Things

**Industrial Products & Services ≈\$11.1B
Led by GSA**

- Basic Materials
- Fire/Rescue/Safety/Environmental Protection Equipment
- Hardware & Tools
- Industrial Products Install/Maintenance/Repair
- Machinery & Components
- Oils, Lubricants, & Waxes
- Test & Measurement Supplies

**Travel ≈\$7.5B
Led by GSA**

- Employee Relocation
- Lodging
- Passenger Travel
- Travel Agent & Misc. Services

**Security & Protection ≈\$5.4B
Led by DHS**

- Ammunition
- Protective Apparel & Equipment
- Security Animals & Related Services
- Security Services
- Security Systems
- Weapons

**Human Capital ≈\$4.5B
Led by OPM**

- Compensation & Benefits
- Employee Relations
- Human Capital Evaluation
- Strategy, Policies, & Ops Planning
- Talent Acquisition
- Talent Development

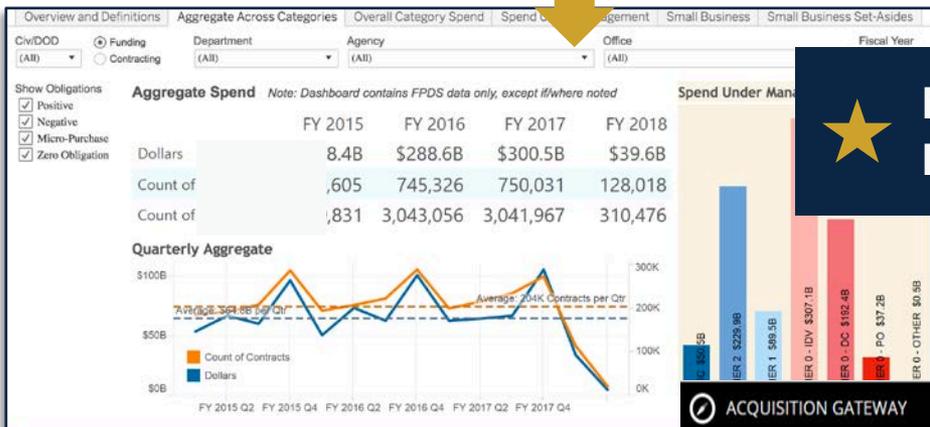
**Office Management ≈\$2.3B
Led by GSA**

- Furniture
- Office Management Products
- Office Management Services



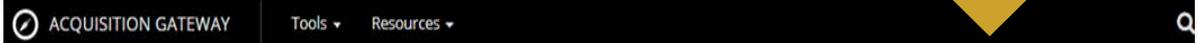


Use the Agency Acquisition Spend Analysis Tool to Find Savings Opportunities



New and Improved!

Quickly Find Best Value Solutions on the Acquisition Gateway



SOLUTIONS FINDER

- Hide Welcome Message
- Keyword Search
- My Agency
- Dept of Defense
 - Air Force (180)
 - Army (178)
 - DHA (177)
 - Navy (180)
 - Other DoD Organization (177)
 - Federal Agencies
 - DoC (172)
 - DoE (171)
 - DHS (203)
 - Dol (171)

Found 255 results of 255

BMO: Building Maintenance and Operations FSS (Best In Class)

Managed By: GSA

Best In Class (BIC)

Building Maintenance and Operations (BMO) strategic sourcing solution is a comprehensive and flexible solution covering all high-demand BMO services. It is an open market, multiple-award, indefinite delivery, indefinite quantity (MA-IDIQ), ...

Fee: 2% contract access fee

Availability: All DoD and Civilian Agencies

BEST in Class

CHES: Computer Hardware Enterprise Software & Solutions (Best In Class)

Managed By: Army

Best In Class (BIC)

Computer Hardware Enterprise Software and Solutions (CHES) is the Army's designated Primary Source for

Fee: None

Availability: All DoD and Civilian Agencies

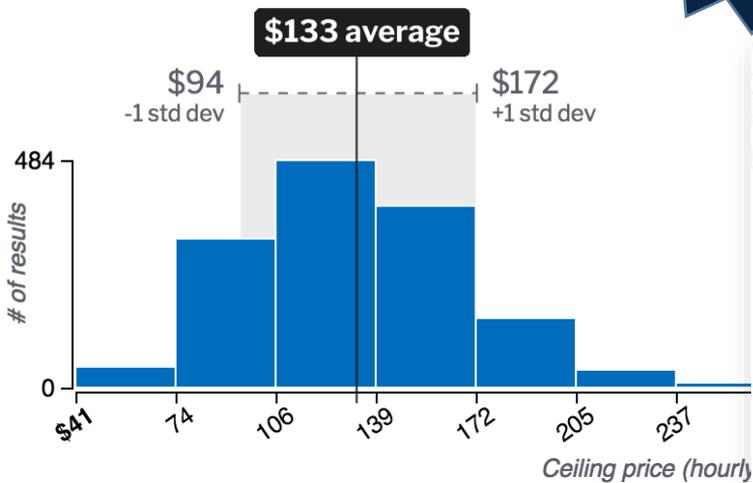




Tools that help Agencies Buy Smarter

Use the Labor Hour Tool to Compare Offers on Service Contracts

Hourly rate data



Laptop & Desktop Price Analysis Tool

Make IT Purchases Easier by Quickly Comparing Model Features and Prices



LAPTOP & DESKTOP FINDER
COMPARE GSS CONFIGURATIONS

Found 785 results of 785

Established by OMB, the IT Workstations Category Team developed Government-wide Strategic Solutions (GSS) for desktops and laptops specifications and pricing data from legacy Version 2 (V2) and new Version 3 (V3) we created the Laptop Desktop Finder to help acquire evaluations. Compare workstation specs and explore how memory, OS, and accessory selection impact configuration prices.

GSS V2 & V3 LAPTOP & DESKTOP PRICING
Manufactures & Configurations

Dell - GSS V3 Desktop Small Form Factor (SFF) Pricing: \$730.44

HP - GSS V3 Desktop Small Form Factor (SFF) - Army

Manufacturer: HP
Configuration: GSS V3 Desktop Small Form Factor (SFF)
Operating System: Hard Drive Loaded w/ 64-bit Win-10 AGM w/ Credential Guard Preconfigured
Weight: Not Listed

Solution: Army CHES5
Price: \$613.00
RAM: 8GB - 64GB, DDR4
Contractor Name: HPI Federal LLC





Results Oriented Accountability for Grants

Goal Leaders

Doug Webster, Chief Financial Officer, Department of Education

Sheila Conley, Deputy Chief Information Officer, Department of Health and Human Services

Fred Nutt, Senior Advisor, Office of Management and Budget



Goal Statement

- Maximize the value of grant funding by applying a risk-based, data-driven framework that balances compliance requirements with demonstrating successful results for the American taxpayer.



Challenge

- The Federal government uses grants to invest approximately \$700 billion each year in mission-critical needs for American taxpayers, but managers report spending 40% of their time using antiquated processes to monitor compliance instead of analyzing data to improve results.



Opportunity

- Identify, open, standardize, and link critical data sets to power data analytics to enhance financial stewardship, performance management, and accountability. Use digital tools to modernize antiquated compliance processes. Leverage available data such as those produced by annual audits of recipients to drive a risk-based framework for performance management that drives results.





Goal Structure

Standardize Data

Identify, open, standardize, and link critical data sets to power analytics to enhance financial stewardship, performance management, and accountability.

Digital Tools to Manage Risk

Use digital tools to modernize antiquated form-based compliance processes to assess and manage risk.

Risk-Based Performance Management

Leverage existing data such as those produced by annual audits of recipients to drive a risk-based framework for performance management that drives results.

Better Results





Getting Payments Right

Goal Leaders

Carole Banks, Deputy Chief Financial Officer, Department of the Treasury

Jennifer Main, Director of the Office of Financial Management and Chief Financial Officer,
Centers for Medicare and Medicaid Services

Fred Nutt, Senior Advisor, Office of Management and Budget



Goal Statement

Reduce the cash loss to the tax payers by issuing payments correctly the first time and, as appropriate, recovering funds that were paid incorrectly.



Challenge

While improper payments may compromise citizens' trust in government, they are not always indicative of fraud, nor do they necessarily represent payments that should not have been made. The cash loss to taxpayers is not only the incorrect payment, but also includes costs associated with prevention and recovery.



Opportunity

To improve the efficiencies of government programs by focusing on getting government payments right the first time they are made and reducing the cost associated with an incorrect payment.



Goal Structure

Reduce the Amount of Cash Loss

- Identify why we are making incorrect payments and implement solutions to stop the incorrect payments from occurring in the future.

Clarify and Streamline Requirements

- Clarify and streamline compliance and reporting requirements to increase focus on reducing incorrect payments.

Partner With States

- Strengthen partnerships with states to identify improvements that will prevent and reduce incorrect payments made by Federally funded state-administered programs.

Reduced
Amount of
Wasted
Resources





Improving Business, Financial and Acquisition Outcomes through Federal IT Cost Transparency

Goal Leaders

David Shive, Chief Information Officer, General Services Administration

Gerard Badorrek, Chief Financial Officer, General Services Administration

Jason Gray, Chief Information Officer, Department of Education

Douglas Webster, Chief Financial Officer, Department of Education

Fred Nutt, Senior Advisor, Office of Management and Budget

Suzette Kent, Federal Chief Information Officer, Office of Management and Budget



Goal Statement

- Adopt Technology Business Management (TBM) government-wide by FY 2022. This approach will improve IT spending data accountability and transparency, empowering agency executive-suite leadership from across the enterprise to drive innovation, business transformation and mission value.



Challenge

- Congress and taxpayers have long pressed for better information about how Federal IT dollars are spent and the return on that investment. The FY 2017 President's Budget reported 84% of the total Federal IT budget categorized as "other", as opposed to being clearly tied to a specific IT category of spend. This lack of granularity makes it difficult to baseline Federal IT investments and show the public whether we are spending taxpayer dollars effectively in order to drive the large scale change needed to improve business transformation and citizen services.



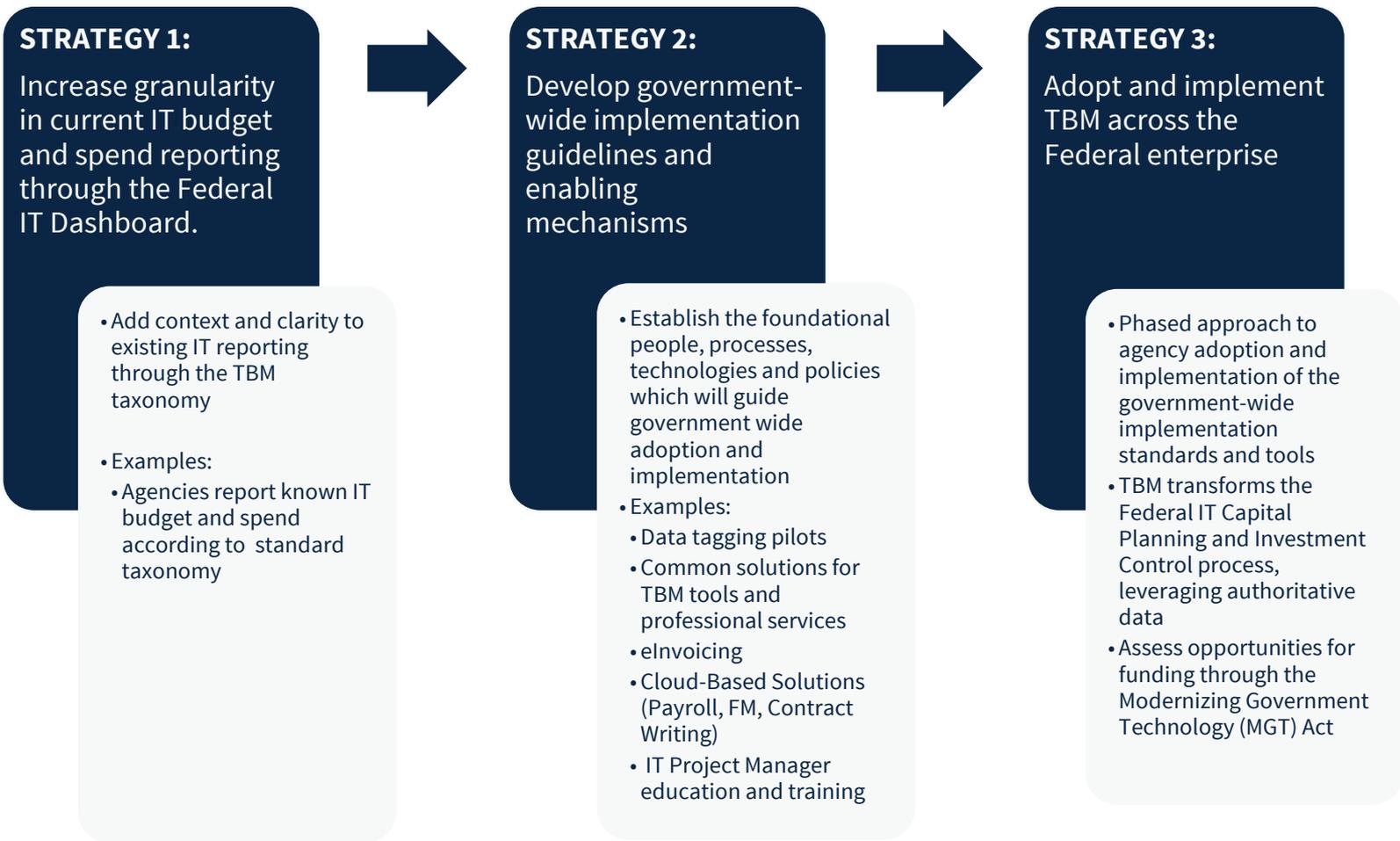
Opportunity

- Using industry best practices, the Federal government has an opportunity to run IT like a business leveraging authoritative data, to make data-driven decisions, and analyze trade-offs between cost, quality, and value as we strategically modernize the IT portfolio.



Goal Structure

Goal: Adopt Technology Business Management (TBM) government-wide by FY 2022. This approach will improve IT spending data accountability and transparency, empowering Agency executive-suite leadership from across the enterprise to drive innovation, business transformation and mission value.





Improve Management of Major Acquisitions

Goal Leaders

Barry Berkowitz, Senior Procurement Executive Department of Commerce,
Department of Commerce

Mathew Blum, Associate Administrator Office of Federal Procurement Policy,
Office of Management and Budget



Goal Statement

Federal agencies will ensure that contracts supporting transformative and other priority projects will meet or beat delivery schedules, provide exceptional customer service, and achieve savings or cost avoidance for the taxpayer.



Challenge

Major acquisitions, which are often over \$50 million, account for approximately one-third of annual contract spend and often support transformative, high risk or other mission critical priorities -- from providing timely action on veterans health benefits to securing government infrastructure and verifying employment eligibility.

Too often, initiatives to transform government are unnecessarily put at risk of failures because:

- Many Federal program managers lack the skills to successfully manage large and complex acquisitions.
- Acquisition processes remain captive to a risk adverse culture that rewards compliance over creativity.
- Program management is undervalued and applied inconsistently across agencies.

Opportunity

Ensure every agency is on track in successfully achieving at least 2 transformational or other priority program goals through well managed major acquisitions.



Work with early adopters on pilot efforts which could include upgrade hospitals for better veterans care, modernize an integrated and efficient census, and improve loan program operations for borrowers.



Goal Structure

Federal agencies will ensure contracts supporting transformative and other priority projects will meet or beat delivery schedules, provide exceptional customer service, and achieve savings or cost avoidance for the taxpayer.



STRATEGY 1:
Strengthen Talent Capabilities

Train and develop the workforce and foster critical thinking.

STRATEGY 2:
Use Modern and Innovative Acquisition Flexibilities

Strengthen acquisition lifecycle reviews and use innovative practices and resources.

STRATEGY 3:
Track Investments Using Portfolio Management Principles
(Implement PMIAA)

Develop program/project management capabilities and a Federal dashboard.



INTEGRATION OF STRATEGIES

Apply the above strategies to transformational and other priority projects supported by major acquisitions.





Modernizing the Infrastructure Permitting Process

Goal Leaders

Mary Neumayr, Chief of Staff, Council on Environmental Quality (CEQ)

Janet Pfleeger, Acting Executive Director, Federal Permitting Improvement Steering Council (FPISC)

Dustin Brown, Deputy Assistant Director for Management, Office of Management & Budget (OMB)



Goal Statement

- Reduce the time for the Federal Government's processing of environmental reviews and authorization decisions for new major infrastructure projects to an average of 2 years.
- Provide consistent, coordinated, and predictable Federal environmental reviews and authorization processes for infrastructure projects.



Challenge

- The American people rely on infrastructure improvements to benefit our economy, society, and environment. However, inefficient decision processes, including environmental reviews and permit decisions or authorizations, have delayed infrastructure investments and increased project costs.



Opportunity

- Improving the Federal environmental review and authorization process, will enable infrastructure project sponsors to start construction sooner, create jobs earlier, and fix our Nation's infrastructure faster while also ensuring that a project's potential impacts on environmental and community resources are considered and managed throughout the planning process.
- Infrastructure investment strengthens our economic platform, makes America more competitive, creates millions of jobs, increases wages for American workers, and reduces the costs of goods and services for American families and consumers.



Modernizing the Infrastructure Permitting Process

Goal Leaders: OMB, CEQ, FPISC

STRATEGY 1: Standardize Interagency Coordination

Major Actions

- 1.1: One Federal Decision**
- Oversight: CEQ/OMB
- Implementation: Agencies
- 1.2: Permitting Timetables**
- Oversight: OMB
- Implementation: Agencies
- 1.3: Engage Senior Agency Leadership**
- Oversight: OMB
- Implementation: Agencies
- 1.4: Fee Regulations**
- Oversight: FPISC/OMB
- Implementation: FPISC

STRATEGY 2: Improve Predictability & Transparency

Major Actions

- 2.1: Permitting Dashboard**
- Oversight: FPISC
- Implementation: Agencies
- 2.2: Early Coordination**
- Oversight: FPISC
- Implementation: Agencies

STRATEGY 3: Increase Agency Accountability

Major Actions

- 3.1: Accountability System**
- Oversight: OMB
- Implementation: Agencies
- 3.2: Performance Goals**
- Oversight: OMB
- Implementation: Agencies
- 3.3: Personnel Plans**
- Oversight: OMB
- Implementation: Agencies

STRATEGY 4: Identify and Implement Best Practices

Major Actions

- 4.1: Identify Best Practices**
- Oversight: FPISC
- Implementation: Agencies
- 4.2: Implement and Institutionalize Best Practices**
- Oversight: FPISC
- Implementation: Agencies





Security Clearance, Suitability/Fitness, and Credentialing Reform

Goal Leaders

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Goal Statement

Promote and protect our Nation's interests by ensuring aligned, effective, efficient, secure, and reciprocal processes to support a trusted Federal workforce.



Urgency

Our world is changing at a pace that requires the security, suitability/fitness, and credentialing community to anticipate, detect, and counter both internal and external threats, such as those posed by trusted insiders who may seek to do harm to the Federal Government's policies, processes, and information systems.



Vision

A Federal workforce entrusted to protect U.S. Government information and property; and to promote a safe and secure work environment, sustained by an enhanced risk management approach supported by:

- Improved early detection enabled by an informed, aware, and responsible Federal workforce
- Quality decisions enabled by improved investigative and adjudicative capabilities
- Optimized government-wide capabilities through enterprise approaches
- Strong partnership with Insider Threat Programs to strengthen the identification, deterrence, and mitigation of problems before they negatively impact the workforce or national security.



Goal Structure

Goal

A Federal workforce entrusted to protect Government information and property and to promote a safe and secure work environment, sustained by an enhanced risk management approach.

Sub-Goal	Major Strategies to Achieve Sub-Goal
<p>1</p>  <p>Trusted Workforce</p>	<ul style="list-style-type: none"> • Develop aligned and consistent policy for reporting potential security risks or observable behaviors of concern • Train and educate the Federal workforce on their vital role in the early detection of potential issues or risks • Build an SSC awareness campaign to reinforce the early identification of reportable behaviors • Study other related mission areas for potential information-sharing opportunities to streamline processes
<p>2</p>  <p>Modern Processes & Processes</p>	<ul style="list-style-type: none"> • Establish an agile, data-driven, and transparent policy-making process that simplifies traditional overly complex policy development processes • Review current end-to-end SSC processes and identify the most cost-effective and efficient methods to vet the Federal workforce • Professionalize the SSC workforce through community training, certificate programs, and collaboration with universities
<p>3</p>  <p>Secure and Modern Mission-Capable IT</p>	<ul style="list-style-type: none"> • Modernize the lifecycle through the use of agency federated systems and shared services • Identify enhanced security and interoperability standards and capabilities to better inform IT cost and planning decisions • Provide agencies with a mechanism to adopt modern technology, automate manual processes, reduce duplicative investments, and decrease the cyber threat footprint
<p>4</p>  <p>Continuous Performance Improvement</p>	<ul style="list-style-type: none"> • Establish and implement outcome-based performance metrics and measures • Develop a Research and Innovation program to inform policy, process, and technology with empirical data-driven decisions • Establish a Continuous Performance Improvement model that will continuously evaluate the performance of the SSC policies and processes

