Marketplace Capability Framework
for Quality Service Management Offices

Initial Baseline – July 2021
### Purpose of the Marketplace Capability Framework

- The Marketplace Capability Framework explains the description, impact, key considerations, and key roles and responsibilities for each of the marketplace capabilities as identified in the QSMO Business Architecture. This framework is intended to explain the common elements of each capability so that QSMOs establish their marketplaces in a similar manner.

### Value of the Marketplace Capability Framework

- The Marketplace Capability Framework can help QSMOs that are in the beginning stages of standing up their marketplace and are unsure where to begin. QSMOs will need to add functional area specifications relevant to their marketplace, but this framework is a starting point so that QSMOs know where to begin so that customers have a common experience when engaging with different QSMO marketplaces.

### How to Use the Marketplace Capability Framework

- QSMOs can use the Marketplace Capability Framework when standing up their marketplaces so they are aware of what steps to take and who to engage in the process.
- OSSPI can use the Marketplace Capability Framework as they are advising QSMOs by taking note that each QSMO marketplace has the same basic capabilities.
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<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
<th>Depiction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value Chain</td>
<td>The Value Chain provides the QSMOs and relevant stakeholders the high-level sequence of activities needed to bring a solution to customers, as well as insight into how resources are consumed to support the primary activities.</td>
<td><img src="image1.png" alt="Value Chain Depiction" /></td>
</tr>
<tr>
<td>Capability View</td>
<td>The Capability View provides a common framework by which each designated and future QSMO identifies, develops, and delivers solutions to customers.</td>
<td><img src="image2.png" alt="Capability View Depiction" /></td>
</tr>
<tr>
<td>Primary Activity Divider</td>
<td>The Primary Activity Divider lists the Marketplace specific capabilities (identified in the Capability View) and the overall outcomes of the Primary Activity.</td>
<td><img src="image3.png" alt="Primary Activity Divider Depiction" /></td>
</tr>
<tr>
<td>Marketplace Capabilities</td>
<td>The Marketplace Capabilities provide a description of each capability, as well as the impact, key considerations, and roles and responsibilities within the Marketplace Capability. QSMOs can use these capabilities to ensure marketplaces are developed in a common manner.</td>
<td><img src="image4.png" alt="Marketplace Capabilities Depiction" /></td>
</tr>
</tbody>
</table>
The Value Chain below is the premise of the QSMO Business Architecture. The following slides detail the capabilities within Marketplace Management.

1. **ANALYZE CUSTOMER NEEDS & POLICY REQUIREMENTS**
2. **DESIGN SOLUTIONS & ENGAGE WITH PROVIDERS**
3. **DEPLOY & MARKET SOLUTIONS**
4. **FACILITATE DELIVERY OF SOLUTIONS TO CUSTOMERS**
5. **MONITOR IMPROVE & SOLUTIONS**

**Primary Activities**
- CUSTOMER & STAKEHOLDER EXPERIENCE (Outreach, Relationship Management)
- **MARKETPLACE MANAGEMENT** (Market Analysis, Portfolio Management)
- ACQUISITION SUPPORT (Contract Administration, Vendor Management)
- DATA STRATEGY & MANAGEMENT (Data Standards, Data Integration)
- WORKFORCE DEVELOPMENT (HR Management, Talent Development, Transition Support)
- PERFORMANCE MANAGEMENT (Performance Tracking & Reporting, Benchmarking)
- FINANCIAL MANAGEMENT (Budgeting, Financial Planning, Cost Management)

**Support Activities**
- MONITOR IMPROVE & SOLUTIONS

**STAKEHOLDER VALUE PROPOSITION**
- Increased Customer Adoption
- Greater Economies of Scale
- Improved Customer Experience
- Ease of Adoption
- Increased Operational Efficiency
- Reduced Duplication
- Standardized Approach
**QSMO Business Architecture – Capability View**

1. **Analyze Customer Needs & Policy Requirements**
   - BUSINESS STANDARDS
   - READINESS ANALYSIS

2. **Design Solutions & Engage with Providers**
   - REQUIREMENTS DEVELOPMENT
   - SOLUTION DESIGN
   - ACQUISITION STRATEGY
   - DATA STANDARDS
   - PORTFOLIO MANAGEMENT

3. **Deploy & Market Solutions**
   - STRATEGIC COMM'S & BRANDING

4. **Facilitate Delivery of Solutions to Customers**
   - DOMAIN EXPERTISE
   - DATA MANAGEMENT
   - HUMAN CAPITAL & WORKFORCE PLANNING

5. **Monitor & Improve Solutions**
   - PERFORMANCE METRICS
   - PERFORMANCE BENCHMARKING
   - DATA VISUALIZATION

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**Key to Value Chain Support Activities**

1. **Marketplace Management**
2. **Financial Management**
3. **Performance Management**
4. **Acquisition Support**
5. **Workforce Optimization & Analytics**
6. **Data Strategy & Management**
7. **Customer Engagement & Experience**

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1A. **Analyze Environment**
   - Market Analysis
   - Data Analytics
   - Demand Management
   - Joint Business Case Development
   - Supplier Relationship Mgmt
   - Human-Centered Design

1B. **Identify Customer Needs**
   - Customer Relationship Management
   - Strategic Planning
   - Customer Engagement
   - Budget Formulation & Cost Management/ROI
   - Initial Performance Framework

1C. **Document Findings & Requirements**
   - Knowledge Management
   - Customer Relationship Management
   - Communications Plan

2A. **Design Possible Solutions & Operating Model**
   - Contract/IAA Management
   - Source Selection & Negotiation

2B. **Communicate Requirements to Providers & Collect Feedback**
   - Updated ROI
   - Requirements Management
   - Solicitation Development
   - Industry Outreach

2C. **Conduct Acquisition & Select Providers**
   - Contracts/IAA Management
   - Source Selection & Negotiation

3A. **Market Solutions to Agencies**
   - Strategy
   - Sales & Marketing
   - Customer Relationship

3B. **Conduct Marketplace Discovery**
   - Customer Needs Assessment
   - Investment Planning & Analysis
   - Provider Assessment
   - Provider Selection

3C. **Establish Solution Agreements with Customers**
   - Agency/OMI Collaboration
   - Requirements Development
   - Source Selection & Negotiation
   - TOB Coordination
   - Contract Administration

4A. **Configure Solutions for Customers**
   - Domain Expertise
   - Data Management
   - Human Capital & Workforce Planning

4B. **Deliver Solutions Against Customer Requirements**
   - Human-Centered Design/Customer Engagement
   - Customer Configuration & Solution Testing
   - Performance Framework
   - Organization Change Management

4C. **Operationalize Solutions & Execute Delivery**
   - Risk Management
   - Implementation Monitoring
   - Issue Resolution

5A. **Collect Data, Analyze, & Monitor Solution Performance**
   - Performance Metrics
   - Performance Benchmarking
   - Data Visualization

5B. **Manage Marketplace Providers**
   - Provider Management
   - Provider Performance
   - Financial Reporting & Analysis
   - Cross/Provider Analysis

5C. **Continuous Performance Monitoring & Improvement**
   - Workforce Optimization & Analytics
   - Shared Solution Management
   - Customer Communication
   - Continuous Process Improvement/Innovation
1

Analyze Customer Needs and Policy Requirements

1A: Evaluate policies and requirements
• Business Standards

1B: Analyze environment
• Market analysis
• Data analysis
• Demand management
• Joint business case development

1C: Identify customer needs
• Strategic planning

OUTCOMES
Thorough understanding of customer demand justified through data and information
Identification of pertinent federal requirements for incorporation into QSMO solution design
Alignment with cross-QSMO requirements
Identify early adopters
Business Standards

Value chain step
1: Analyze customer needs and policy requirements
1A: Evaluate policies and requirements

Description
The Federal Integrated Business Framework (FIBF) is used to develop business standards that enables the federal government to coordinate and document common business needs across agencies. The business standards are vetted government-wide and focus on outcomes, data, and cross-functional end-to-end business processes.

Impact
• Business standards are requirements for mission support functions and shall be included in QSMO solicitations
• Enables coordination across mission support functions

Key considerations
• QSMOs need to produce solutions that align with business standards
• Business Standards are maintained by standards leads

Resources
• FIBF

Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and maintain business standards</td>
<td>Standards leads</td>
</tr>
<tr>
<td>Understand the business standards and implications for their solutions</td>
<td>QSMO</td>
</tr>
<tr>
<td>Identify gaps in business standards and share with standards lead</td>
<td>QSMO</td>
</tr>
<tr>
<td>Update business standards based on feedback and gaps identified</td>
<td>Standards lead</td>
</tr>
<tr>
<td>Communicate relevant business standards to shared services providers (SSPs) and enforce compliance via provider contracts</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
## Market Analysis

### Value chain step
1: Analyze customer needs and policy requirements
1B: Analyze environment

### Description
Market analysis captures information and insights about the current solutions available in the market. Through this ongoing activity, QSMOs gain a greater understanding of new, innovative, and best in class solutions to ensure that their marketplace considers and includes solutions that are at pace with the private/commercial sector.

### Impact
- Enables QSMOs to identify and engage best in class solution providers
- Critical to QSMOs’ competitive advantage over other solutions in the market

### Key considerations
- What questions do you need to ask/answer about each solution?
- What factors are critical to your QSMOs decision to engage a provider for inclusion in the marketplace?

### Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop analytical framework to guide market analysis</td>
<td>QSMO</td>
</tr>
<tr>
<td>Conduct research to identify solutions in the market that align with customer needs</td>
<td>QSMO</td>
</tr>
<tr>
<td>Engage with solution provider or conduct secondary research to navigate through the analytical framework</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
Data Analytics

Value chain step 1: Analyze customer needs and policy requirements

1B: Analyze environment

Description
Data analytics entails translating data to insights. This includes creating and implementing a methodology for collecting, organizing, and analyzing customer needs to help inform QSMO marketplace solutions and operations. Data analytics enables QSMOs to ask and answer the right questions.

Impact
• Key follow up to understanding business standards
• Enables QSMOs to use data standards to inform decision making
• Opportunity to influence customer experience

Key considerations
• What questions do we need the data to answer?
• Who is the audience for this analysis? How will they use it?
• What data points/sources exist to inform the analysis?

Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define standard/common data management processes</td>
<td>QSMO / OSSPI</td>
</tr>
<tr>
<td>Use data standards to identify data related to customer needs and policy requirements that require analysis</td>
<td>QSMO</td>
</tr>
<tr>
<td>Determine what questions the QSMO needs to answer through analysis</td>
<td>QSMO</td>
</tr>
<tr>
<td>Validate and cleanse data to align with standard/common data management processes and reveal unseen data patterns</td>
<td>QSMO</td>
</tr>
<tr>
<td>Leverage a Customer Relationship Management tool, advanced analysis, and data visualization techniques to better understand the story the data is telling / extract insights from the data (Reporting)</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
Demand Management

Value chain step
1: Analyze customer needs and policy requirements
1B: Analyze environment

Description
Demand management is the process an organization puts in place to internally collect new ideas, projects, and needs during the creation of a strategically aligned portfolio. It reflects an understanding of the customers' desire for QSMO solutions. It considers customer needs and pain points, as well as how the agency plans to prioritize investments.

Impact
• Understanding of customer demand will influence the supply made available through the marketplace
• Opportunity to influence or shape customers' expectations and desire

Key considerations
• What are customers asking for? What functionality or support do they need?
• How urgent or time sensitive is the customer need?
• What (new) policies may influence demand in the future?

Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Plan demand</strong>: Use data analytics to forecast / map out anticipated demand for QSMO solutions; consider engaging OSSPI for support in measuring demand and determining investment areas</td>
<td>QSMO</td>
</tr>
<tr>
<td><strong>Communicate demand</strong>: Share internally and among other QSMOs via the monthly QSMO roundtable</td>
<td>QSMO</td>
</tr>
<tr>
<td><strong>Influence demand</strong>: Execute strategic communications and marketing to shape future demand</td>
<td>QSMO</td>
</tr>
<tr>
<td><strong>Prioritize demand</strong>: If there is an imbalance in supply and demand, prioritize demand to determine how the available supply will be distributed</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
Joint Business Case for Legacy Providers

Value chain step
1: Analyze customer needs and policy requirements

1B: Analyze environment

Description
OMB Memo 19-16 directs legacy shared services providers (SSPs) offering services covered by a pre-designated or designated QSMO to propose a joint business case with the QSMO to accept any new customers, expand services to existing customers, or make investments in technology or services for these functions. These joint business cases must be approved by OMB in consultation with the SSGB. Not all QSMOs will have applicable legacy SSPs to engage.

Impact
• Opportunity for legacy SSPs to affirm desire to be included in the marketplace
• Explains how legacy SSPs plan to participate in the marketplace
• Identifies exceptions to the marketplace

Key considerations
• What role will the legacy SSP have in the future Marketplace as a provider? Does the role align with the strategic direction of the Department/Agency the SSP is in? Is the SSP committed to being an early adopter?

Resources
• Investment Planning Guide (See page 18, Appendix B)

Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborate with legacy SSP on joint business case</td>
<td>Legacy SSP and QSMO</td>
</tr>
<tr>
<td>Share initial thoughts on future marketplace role, accepting new customers, expanding services to existing customers, or making investments in technology or services based on the legacy SSP’s existing solution(s) and solution early adoption</td>
<td>Legacy SSP and QSMO</td>
</tr>
<tr>
<td>Develop initial business case to justify requested action and submit to QSMO</td>
<td>Legacy SSP</td>
</tr>
<tr>
<td>Review and edit initial business case as needed</td>
<td>QSMO</td>
</tr>
<tr>
<td>Submit the joint business case and supporting documentation to OMB</td>
<td>Legacy SSP and QSMO</td>
</tr>
<tr>
<td>Inform the Investment Review Board (IRB) for legacy SSP’s involvement in the marketplace</td>
<td>Legacy SSP and QSMO</td>
</tr>
</tbody>
</table>
Strategic Planning

Value chain step 1: Analyze customer needs and policy requirements

1C: Identify customer needs

Description
Strategic planning helps organizations chart a long-term vision and actionable plan for achieving business goals. QSMOs should develop an annual strategic plan, conferring with other QSMOs and the Office of Shared Solutions and Performance Improvement (OSSPI) for input.

Impact
- Opportunity for QSMOs to align long-term plans and garner requisite support from OSSPI
- Enables QSMOs to remain competitive

Key considerations
- What are your marketplace maturity goals?
- What business architecture capabilities drive your business forward?
- What do customers expect?

Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish or reconfirm a mission, vision, and guiding principles for your QSMO</td>
<td>QSMO</td>
</tr>
<tr>
<td>Leverage customer data, market analysis, and other research to conduct an analysis or equivalent and understand current position in the market</td>
<td>QSMO</td>
</tr>
<tr>
<td>Use analysis to identify business goals and accompanying actions for achieving goals</td>
<td>QSMO</td>
</tr>
<tr>
<td>Share strategic plan with other QSMOs and OSSPI for feedback and support</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
Design Solutions and Engage with Providers

2A: Design potential solutions and operating model
• Solution design
• Portfolio management

2D: Design solutions against business standards
• Project management
• Marketplace catalog
• Baseline configuration and integration

OUTCOMES
Access to innovative solutions that meet business standards and requirements
Leverage preferred contract vehicles for customer agency ease of use and quick delivery
Align QSMOs and customer agencies on acquisition strategies
Validation that services and solution are performing as designed
Accelerate adoption through appropriate configuration and testing
Solution Design

Value chain step
2: Design solutions and engage with providers
2A: Design possible solutions and operating model

Description
Use ideation techniques to translate customer needs, system requirements, and policy/compliance mandates to design solutions that offer customers greatest value

Impact
• Produces innovative solutions that meet customer requirements and work in government settings
• Enables QSMOs to remain competitive

Key considerations
• Who should be involved in solution design?
• What is makes the QSMO marketplace the first choice for customers seeking solutions?
• What do your customers need/expect?

Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organize data on customer needs, policy mandates, and system requirements into a cohesive report</td>
<td>QSMO</td>
</tr>
<tr>
<td>Use human centered design (or equivalent) ideation techniques to develop creative solutions that meet customer needs</td>
<td>QSMO</td>
</tr>
<tr>
<td>Identify key use cases for the solution and validate market demand</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
## Portfolio Management

### Value chain step
3: Deploy and market solutions
3A: Market solutions to agencies

### Description
Centralized management of processes, methods, and technologies to analyze and collectively manage current or proposed QSMO solutions.

### Impact
- Provides data and analysis required for decision making and adequate oversight of the QSMO solution portfolio
- Contributes to customer experience; ability to retain customers and attract new ones

### Key considerations
- What is the expected value and impact of each QSMO solution?
- How will we manage potential risks and issues for QSMO solutions?

### Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify a Portfolio Manager to manage current and proposed QSMO solutions</td>
<td>QSMO</td>
</tr>
<tr>
<td>Establish a strategy, inclusive of a vision and/or guiding principles, for managing QSMO solutions</td>
<td>QSMO</td>
</tr>
<tr>
<td>Manage solutions that align with vision and guiding principles</td>
<td>QSMO</td>
</tr>
<tr>
<td>Monitor and analyze evaluate solution and provider based on performance management framework to ensure high quality service and customer experience</td>
<td>QSMO</td>
</tr>
<tr>
<td>Make recommendations for on-boarding, amending, and off-boarding solutions and providers as needed</td>
<td>QSMO</td>
</tr>
</tbody>
</table>

Pre-decisional. For discussion purposes – do not distribute.
**Project Management**

**Value chain step**
2: Design solutions and engage with providers

2D: Design solutions against business standards

**Description**
Employ agile project management techniques to establish a cohesive marketplace that includes shared solutions that are compliant with business standards and meets functional requirements.

**Impact**
- Supports timely and fiscally responsible prototype development
- Agile development enables speedy delivery of value to the end user

**Key considerations**
- What resources are available for prototype development and managing the project?
- What agile framework makes the most sense for your organization? Scrum? Kanban?

**Key roles and responsibilities**

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define project vision/objectives and initiate project</td>
<td>QSMO</td>
</tr>
<tr>
<td>Develop the product roadmap, backlog, and release plan</td>
<td>QSMO</td>
</tr>
<tr>
<td>Conduct sprint planning, kick off sprint cycle, and accompanying ceremonies</td>
<td>QSMO</td>
</tr>
<tr>
<td>Test and iterate on potentially usable product increment or minimum viable product</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
Marketplace Capability Framework

Marketplace Catalog

Value chain activity
2: Design solutions and engage with providers
2D: Design solutions against business standards

Description
The marketplace catalog is an online resource that allows customers to retrieve product information required to make a buying decision. The marketplace catalog is a communication vehicle that enables QSMOs to share content that supports a customers’ decision to procure QSMO products and services.

Impact
• Primary point of customer engagement
• Provides customers with information required to procure QSMO products
• Opportunity to improve customer experience through automated functionality

Key considerations
• What data/information will customers need?
• How much will customers know when they visit the catalog?
• What is the best way to format and organize information?

Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Owner</th>
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</thead>
<tbody>
<tr>
<td>Conduct research to understand customer needs and expectations and align with QSMO customer experience strategy</td>
<td>QSMO</td>
</tr>
<tr>
<td>Document functionality requirements; align with key catalog elements and marketplace maturity framework within the Marketplace Implementation Guidebook</td>
<td>QSMO</td>
</tr>
<tr>
<td>Document content requirements and align with QSMO communication strategy</td>
<td>QSMO</td>
</tr>
<tr>
<td>Develop wireframe or prototype and test with users</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
Baseline Configuration and Integration

Value chain step
2: Design solutions and engage with providers
2D: Design solutions against business standards

Description
Configure solutions to meet business standards. The baseline configuration should be based on the business standards and government-wide customer needs for the solution.

Impact
• Supports development of a minimum viable product that broadly meet customer requirements and aligns with business standards

Key considerations
• What resources are available within the QSMO to support adequate customer engagement and research?

Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
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</thead>
<tbody>
<tr>
<td>Leverage business standards to identify initial requirements for baseline configuration</td>
<td>QSMO</td>
</tr>
<tr>
<td>Engage potential customers to understand needs for government-wide configuration and augment configuration requirements</td>
<td>QSMO</td>
</tr>
<tr>
<td>Validate baseline configuration requirements with potential solution providers</td>
<td>QSMO</td>
</tr>
<tr>
<td>Finalize baseline configuration requirements and integrate into solution design</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
Deploy and Market Solutions

3B: Conduct marketplace discovery
• Provider assessment
• Provider selection

OUTCOMES
Market awareness of solutions and success stories to increase adoption
Secured funding to invest in shared solutions
Signed agreements with customers (if applicable)
Interoperability across QSMO solutions
### Provider Assessment

#### Value chain activity
3: Deploy and market solutions
3B: Conduct marketplace discovery

#### Description
QSMOs evaluate both providers and their solutions to determine if the solution is suitable for inclusion in the QSMO marketplace. This includes ensuring capabilities align with customer needs/demand, compliance regulations, and industry best practices.

#### Impact
- Supports supply of competitive solutions in the marketplace
- Opportunity to create consistency in provider requirements across QSMOs

#### Key considerations
- What factors contribute to a potential provider's suitability for your marketplace?
- What gaps/risks are acceptable?

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### Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Owner</th>
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</thead>
<tbody>
<tr>
<td>Develop an evaluation process to assess a potential provider’s alignment with customer needs and QSMO priorities</td>
<td>QSMO</td>
</tr>
<tr>
<td>Conduct assessment to determine provider suitability for inclusion in the QSMO marketplace; this may include provider demos</td>
<td>QSMO</td>
</tr>
<tr>
<td>Identify gaps in provider alignment</td>
<td>QSMO</td>
</tr>
<tr>
<td>Collaborate with the potential provider to identify potential impacts and mitigation strategies for gaps in alignment</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
Provider Selection

Value chain activity
3: Deploy and market solutions
3B: Conduct marketplace discovery

Description
A consistent approach for assessing solution providers and solutions and admitting new solutions to the marketplace.

Impact
• Efficiency of selection process will impact ability to maintain a competitive selection of providers
• Onboarding will impact provider experience and speed to market for new solutions

Key considerations
• Who should be involved in the selection process?
• Who needs to approve the final selection?

Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Develop a governance process for reviewing and finalizing the provider assessment</td>
<td>QSMO</td>
</tr>
<tr>
<td>Identify key stakeholders (individuals and organizations) who need to be involved in the final selection process</td>
<td>QSMO</td>
</tr>
<tr>
<td>Conduct provider selection that will comprise of the commercial vendors in the marketplace</td>
<td>QSMO</td>
</tr>
<tr>
<td>Gather requisite feedback and approvals to admit provider to the marketplace</td>
<td>QSMO</td>
</tr>
<tr>
<td>Conduct provider onboarding</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
Facilitate Delivery of Solutions to Customers

4A: Configure solutions for customers
• Domain expertise

OUTCOMES
Customer migration to shared solutions
Customer satisfaction with provider performance and QSMO support services
Improved agency performance
Successful solution implementation through effective program, risk and change management
Domain Expertise

Value chain step
4: Facilitate delivery of solutions to customers
4A: Configure solutions for customers

Description
The QSMO will be uniquely positioned to offer expert guidance on its functional domain. To prepare the solution for delivery to customers, the QSMO should collaborate with providers to configure the solution per business standards and customer needs. The QSMO supports this process by providing domain expertise.

Impact
• The QSMO's expert domain guidance supports delivery of solutions that meet business needs and are appropriate for use in government settings

Key considerations
• What environmental nuances or policy requirements must the provider consider during configuration?

Key roles and responsibilities

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Collaborate with customers to determine how to support solution configuration in a consultative capacity</td>
<td>QSMO</td>
</tr>
<tr>
<td>Provide ongoing insight and guidance throughout configuration to ensure solutions are in line with business standards and customer needs</td>
<td>QSMO</td>
</tr>
<tr>
<td>Identify new requirements for baseline configuration (based on new/emerging customer needs and policy requirements)</td>
<td>QSMO</td>
</tr>
<tr>
<td>Document lessons learned and best practices for shared services integration and share with customers, the QSMO community, and OSSPI</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
5B: Manage marketplace providers
• Provider management

5C: Continuous performance monitoring and improvement
• Shared solution management

Monitor and Improve Solutions

OUTCOMES
Customer solutions advance with market dynamics
QSMO Marketplace evolves in alignment with customer demand
Supplier performance is effectively monitored and adjusted, if needed, to maintain customer satisfaction
Provider Management

Value chain activity
5: Monitor and improve solutions

5B: Manage marketplace providers

Description
The QSMOs exist to support consistent delivery of high quality shared services across the government. Managing providers entails tracking performance, facilitating customer relationships, and providing feedback to support quality and compliance.

Impact
• Opportunity to support consistent service quality and customer experience
• Reduces administrative burden on customers

Key considerations
• What systems, processes, or tools can be leveraged to support provider management?
• Is there an opportunity to create consistency across the QSMOs?

Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement repeatable approach/methodology for monitoring provider performance and identifying opportunities for improvement</td>
<td>QSMOs</td>
</tr>
<tr>
<td>Provide feedback on solicitations/RFPs and other QSMO business interactions</td>
<td>Providers</td>
</tr>
<tr>
<td>Continuously conduct market analysis to remain abreast of best in class providers and industry leaders</td>
<td>QSMO</td>
</tr>
<tr>
<td>Conduct analysis to determine whether we need additional providers</td>
<td>QSMO</td>
</tr>
<tr>
<td>Complete CPARS assessment(s) and provider satisfaction surveys if applicable to evaluate provider performance</td>
<td>QSMO Customer</td>
</tr>
</tbody>
</table>

Shared Services
Shared Solution Management

Value chain activity
5: Monitor and improve solutions
5C: Continuous performance monitoring and improvement

Description
Conduct ongoing portfolio management and shared solution management. Identify opportunities to integrate new solutions, update existing solution functionality, or sunset aging solutions.

Impact
• Contributes to customer experience; ability to retain customers and attract new ones
• Requires ongoing monitoring, which support performance management

Key considerations
• Align approach with performance management framework

Key roles and responsibilities

<table>
<thead>
<tr>
<th>Activity / Role</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuously monitor market alternatives to remain abreast of best in class solutions and industry best standards</td>
<td>QSMO</td>
</tr>
<tr>
<td>Establish an ongoing cadence for evaluating solution performance, customer satisfaction, and customer performance based on the QSMO performance management framework</td>
<td>QSMO</td>
</tr>
<tr>
<td>Incorporate customer feedback to make recommendations for new solutions, updates to existing solution functionality, or sunset aging solutions</td>
<td>QSMO</td>
</tr>
</tbody>
</table>
Appendix
## Notes

<table>
<thead>
<tr>
<th>Capability</th>
<th>Notes</th>
</tr>
</thead>
</table>
| **Business Standards**   | • Data standards fall within the FIBF  
• Each QSMO has a different set of standards for their functional area, but may also include touchpoints to other functional areas when relevant  
• Communicate across QSMO as applicable |
| **Market Analysis**      | • Consider developing a guiding principle to conduct market analysis annually                                                     |
| **Strategic Planning**   | • Who do we want to be?  
• Who are we now?  
• How do we get closer to our ideal?  
• How can we work together to achieve these goals? |
| **Provider Assessment**  | • Review FAR 15.1 for source selection and techniques                                                                                |
| **Provider Management**  | • Reference *Provider Selection* as needed                                                                                           |
## Glossary of Terms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Term</th>
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</thead>
<tbody>
<tr>
<td>QSMO</td>
<td>Quality Service Management Office</td>
</tr>
<tr>
<td>FIBF</td>
<td>Federal Integrated Business Framework</td>
</tr>
<tr>
<td>OSSPI</td>
<td>Office of Shared Solutions and Performance Improvement</td>
</tr>
<tr>
<td>SSP</td>
<td>Shared Service Provider</td>
</tr>
<tr>
<td>OMB</td>
<td>Office of Management and Budget</td>
</tr>
<tr>
<td>SSGB</td>
<td>Shared Services Governance Board</td>
</tr>
<tr>
<td>IRB</td>
<td>Investment Review Board</td>
</tr>
<tr>
<td>CPARS</td>
<td>Contractor Performance Assessment Reporting System</td>
</tr>
</tbody>
</table>