

Shared Services Progress Update

Shared Services Leadership Coalition

July 10, 2023

DRAFT – For Discussion Purposes Only





Shared Services Challenges

We have an opportunity to improve the federal government through leveraging the power of shared services for our mission needs



Duplication of Systems

- 108 time and attendance systems
- 107 contract writing systems
- 45 financial management systems
- 1900 contracts for financial management services



Providers are not aligned to mission/core capabilities

- Causing instability in how agencies get their mission support service
 - In 2019, HHS provider to more than 30 agencies and \$1B in services decided to stop supporting customers
 - In 2020, USDA decided that it no longer wants to be a provider of financial management services



1 Solution with varying flexibility

- In the Financial Management space ARC offers just Oracle, so if you are on SAP or Momentum you can't choose ARC and will need to find another provider




A shared contract does not always mean a shared services

- Leveraging a federal wide contract vehicle has perpetuated the desire to customize solutions and has contributed to the government having over 100 travel systems in production which creates more cost and drives down the buying power of the government



Shared Services Opportunities

We have an opportunity to improve the federal government through leveraging the power of shared services for our mission needs

	Ensure continuity and long term mission support leadership	<ul style="list-style-type: none">• Alignment of Agency mission to support services creating Quality Service Management Offices (QSMOs)<ul style="list-style-type: none">○ CISA =’s Cybersecurity○ HHS =’s Grants○ Treasury =’s Financial Management○ OPM =’s Human Resource Management
	Create options and choice	<ul style="list-style-type: none">• The QSMOs will offer and manage a marketplace of solutions and services to provide choice while still being able to leverage the government’s buying power
	Duplication & Customization	<ul style="list-style-type: none">• Continue to establish the government wide business standards to document the government’s business requirements<ul style="list-style-type: none">○ Initial baseline standards for FM, GM, ERM, RPM, and Travel and Expense○ The QSMOs work to ensure that products and services in the marketplace adhere to the business standards
	Shared Services makes good business sense	<ul style="list-style-type: none">• Leveraging shared services improves effectiveness and efficiency• Reduces costs by:<ul style="list-style-type: none">○ Reducing administrative burden on non-mission critical work○ Enabling data-based decision-making○ Helping agencies attain economies of scale through consolidating and modernizing technologies across the government



M-19-16: Centralized Mission-Support Capabilities for the Federal Government



Source: [M-19-16](#) Centralized Mission Support Capabilities for the Federal Government

Source: Shared Services Website: <https://ussm.qsa.gov>

OMB Memo 19-16 states OGP will serve as the central coordination point for managing the governance process and also conducting the initial assessments of QSMO implementation plans, the ongoing assessment of the QSMOs, and making available information and best practices to support shared services adoption. OGP is also tasked with providing OMB the information needed to maintain high quality capabilities Federal-wide.

- Governance: OSSPI coordinates the governance stack used to set direction and make decisions which includes: the [Shared Services Governance Board](#), the agency [Senior Accountable Point of Contact](#), and the [Business Standards Council](#).
- Agency Agreement on Government-wide Business Standards: OSSPI leads the process to obtain interagency, cross-functional agreement on mission support data and business standards across [12 functional areas](#);
- Initial Assessments: OSSPI reviews implementation plans established by QSMOs to assure plans are meeting agreed to criteria for establishing and advancing high performing shared services capabilities.
- Marketplace Coordination: OSSPI convenes QSMOs to identify shared opportunities, address issue resolution, and develop strategy;
- Ongoing Assessments: OSSPI issues and analyzes three surveys to monitor and improve performance across the ecosystem: (1) the Shared Services Performance Survey (2) The Agency Annual Shared Services Plan, and (3) the QSMO Performance Survey
- Agency Investment Action Plans: OGP coordinates with OMB the approval process on agency investments in financial management, cybersecurity, human resources and grants outside of QSMO marketplaces;
- Websites / Communications: OSSPI manages the website used to promote the government-wide shared services portfolio;
- Performance Framework: OSSPI collects and analyzes marketplace performance information to support an understanding of how available mission support services can better align to improving the capacity of agencies to deliver on their mission; and
- Promote best practices in agency modernization: OGP supports agency adoption of best practices for system and service modernization including the Federal Modernization and Migration Management playbook ([M3 Playbook](#)).

Program Governance, Oversight, and Partnerships





Governance

Strategic direction for federal wide shared services

President's Management Council (PMC)

OMB and GSA define overall strategy and identify key priorities for advancing shared services

Office of Management and Budget
(OMB)

General Services Administration
(GSA)

Business Standards Council
(BSC)

Shared Services
Governance Board (SSGB)

Senior Accountable Points of
Contact (SAPOCs)

Oversight-Governance-Working Groups-Councils

Business Standards Leads

Quality Service Management
Offices (QSMO)

Mature Existing Shared
Services

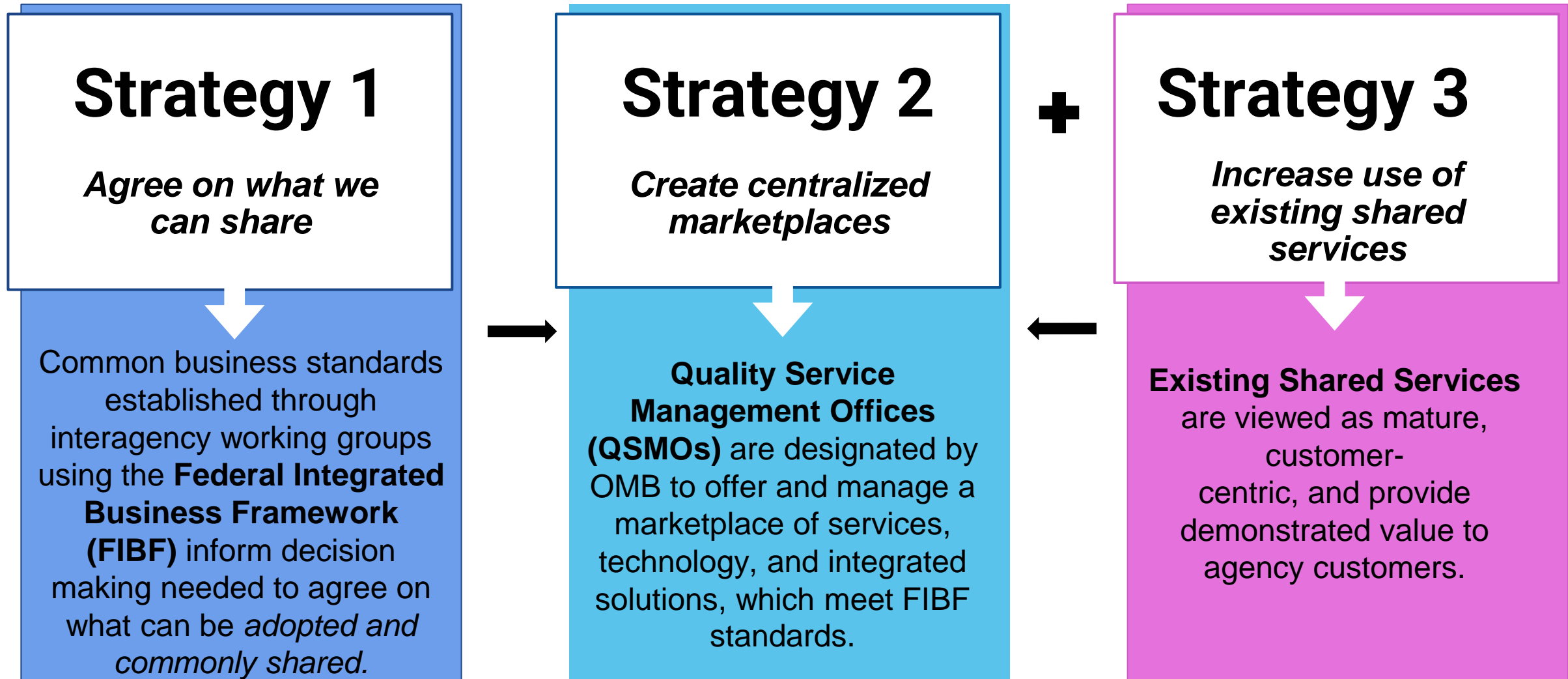
Strategy Areas and Agency Partnerships

Program Objectives, and Strategy Updates





Three Organizing Strategies





Strategy 1: Agree on What We Can Share

Business Standards Leads
coordinate the development of
inter-agency standards.



Core Financial
Management



Travel &
Expense



HR Management
Services



Grants
Management



Cybersecurity
Services



Contract
Writing



Electronic
Records Mgmt



Real Property
Management



Regulation
Management



Equal
Employment
Opportunity



Mail Operations
Management



FOIA

Why Business Standards

Agreement on common business standards informs decision-making needed to determine what can be adopted and commonly shared among the agencies.

Accomplishments During Current Administration

- **Business standards achieving initial full baseline**
 - Travel and Expense | Electronic Records Management | Real Property Management
 - *Note: Grants Management & Financial Management achieved full baseline prior to 2021*
- **Added 3 new functional areas**
 - Federal Equal Employment Opportunity, Mail Management Operations, and FOIA
- **Annual Updates Completed**
 - Grants Management and Financial Management
- **Request for Information and Request for Proposals**
 - Travel standards used in E-Gov **Travel Service Next (ETSNext) RFI** and [Draft RFP](#)
 - Grants business and data standards used in 2023 [Grants Management RFI](#)
 - Issued an [RFI for a tool](#) to manage the business and data standards
- Exploring addition of business standards for DEIA and Identity Management

Functional Area	Designated Standards Lead	Federal Business Lifecycle	Business Capabilities	Business Use Cases	Standard Data Elements	Service Measures
Real Property Management	GSA	✓	✓	✓	✓	✓
Travel	GSA	✓	✓	✓	✓	4
Electronic Records Management	NARA	✓	✓	✓	✓	4
Core Financial Management	Treasury FIT	✓	✓	✓	✓	3
Grants Management	HHS	✓	✓	✓	✓	1
Contract Writing	DHS	✓	✓	✓	1	1
Cybersecurity Services (SOC & VDP)	DHS	✓	✓	4	1	1
Regulation Management	GSA	✓	✓	1	✓	✓
HR Management Services (Employee Lifecycle)	OPM	✓	✓	1	✓	✓
HR Management Services (Enabling Functions)	OPM	3	3	1	3	3
Freedom of Information Act	DOJ	2	2	1	1	1
Mail Operations Management	GSA	2	2	1	1	1
Equal Employment Opportunity	EEOC	1	1	1	1	1

1

Standards Lead

2

Cross-Agency Working Group

3

Cross Functional/ Public Review

3a

Review Feedback

4

OMB

✓

= Baseline Standards Complete



Strategy 2: Create Centralized Marketplace

How QSMOs Support Agencies



Agency A



Agency B



Agency
C

Quality Service Management Office (QSMO)

QSMO are located in agencies with the mission and expertise to deliver standard capabilities for other agencies. QSMOs will offer and manage a **marketplace of competitive services** that **drive standardization, integrate solutions, and respond to agency business needs**. Each QSMO will offer choice as to what services or technology agencies can purchase and will provide a mix of Federal and commercial support.



Service = Technology

Vendor
A

Vendor
B

Federal
Solution

Service = Technology + Processing

Vendor
A

Vendor
B

Federal
Solution

Service = Processing + Subject Matter Experts

Vendor
A

Vendor
B

Federal
Solution

**Number of vendors is notional; however, competition is necessary.*

More information about QSMO Available at: <https://ussm.gsa.gov/qsmo>



Accomplishments Since FY 2021

Grants Management QSMO

- Launched Marketplace. Created Marketplace Validation Process leading to onboarding of 5 Federal Shared Service Providers (FSSP) including all available grants management options in a [one-stop-shop website portal](#). A 6th Grants FSSP was added in Q3 FY2023.
- 17/21 grants-making CFO Act agencies plan to adopt marketplace solutions (Annual Plan)
- Released 2 commercial vendor RFIs to assess commercial grants IT solution ecosystem, and assess currently available commercial grants IT solutions.
- Improved agency grants IT investments and helped multiple agencies integrate with FSSP (e.g. Commerce, Labor, Interior, etc.) Partnered with AmeriCorps on [\\$14 million TMF investment for commercial grants services](#) and advised on Department of Education's ongoing Dept-wide grants-IT modernization.
- Piloted Customer Experience (CX) tools with a HHS Shared Service Provider to understand customer experience pain points and drive system improvements.
- 40 Federal Awarding Agencies responded to a government-wide IT Systems & Demand Survey to collect information on current grants IT landscape, gaps in Agency needs, and future areas of investment driven by marketplace demand needs.
- Partnered with Awarding Agencies to pilot [commercial grants IT Market Research](#).

Human Resources QSMO

- Held [HR QSMO Marketplace Design Sessions](#) with industry and agencies to identify marketplace benefits and value propositions
- Created prototype of the marketplace and gathered feedback from agencies
- Supported several agencies in modernization planning (IBC, GSA, HHS, Census)
- Drafted HR IT Modernization Playbook / Process Guide and HR IT Inventory and Modernization Roadmap Assessment
- Stood up HC Data Analytics Community of Practice (~350 members)
- Began pilot for sharing HR workflow rules and applets
- Completed implementation plan and presented to the SSGB for designation

Cybersecurity QSMO

- Launched [Cyber QSMO Marketplace](#).
- GSA Region 8 and CISA partnered to establish government-wide procurements for Protective DNS Services (PDNS), Vulnerability Disclosure Program (VDP)
- 24 (small and large) agencies are using VDP services from CISA
- [Vulnerability Disclosure Program](#)
 - Tracks reported vulnerabilities, links reports by reporter and vulnerability type
 - Minimizes costs for agencies and the federal government while reducing burdens associated with VDP operations while facilitating and automating [BOD 20-01](#) Reporting
- [Protective DNS Resolver](#)
 - Enhanced DNS resolver protects internet traffic from malicious domains allowing support for newer, encrypted DNS protocols and wider variety of threat intelligence integration
 - Enables greater asset coverage beyond traditional network perimeters – easier integration with cloud and mobile devices

Financial Management QSMO

- Launched [Financial Management Marketplace](#), which includes 5 commercial vendors, 3 FM FSSP (ARC, ESC, and IBC), and features products/services offered by the Bureau of the Fiscal Service (e.g., G-Invoicing, Pay.gov, IPP)
- Partnered with GSA to establish new Special Item Number (SIN) [518210FM](#) under the Multiple Award Schedule (MAS) and begin evaluating/onboarding commercial vendors.
- Continued Marketplace expansion including first cloud-based Core Financial System imminent.
- 17/24 CFO Act agencies plan to adopt marketplace solutions (Agency Annual Plan)
- Released [Financial Management Capability Framework \(FMCF\)](#) (which includes [FM FIBF](#)) as baseline business requirements for procurement offerings. Proposed FY24 FMCF currently posted on [Regulations.gov](#) for public comment through July 31st.

Goals: Through FY24 in Designated Areas



Grants Management (HHS)

- Expand current Marketplace offerings **to reduce duplicative Grants IT investments and provide flexibility in grants IT solutions options for awarding agency customers to better meet customer demand and mission needs.**
- Establish an Acquisition Gateway presence **to provide agency customers with resources and additional information to better inform and streamline Grants IT acquisition items.**
- Continue to develop a strategy for future implementation of CX capabilities **to provide agency and recipient customers with a more mature IT services delivery and improved customer experience.**

Cybersecurity QSMO (DHS CISA)

- CISA will continue it's work **to centralize additional cybersecurity capabilities as shared services to drive significant cost avoidance and improve cybersecurity posture government-wide.**
- CISA will continue to improve it's marketplace as a one-stop portal that will make it easier for agencies across the Federal enterprise to access CISA shared services. **This marketplace work will substantially enhance customer experience, a PMA goal, for the broad array of CISA stakeholders.**
- These milestones will further advance CISA's capabilities to secure Federal and state infrastructure while also expanding CISA service adoption, currently leveraged by over 70% of Federal Citizen Executive Branch (FCEB) agencies.

Human Resources QSMO (OPM)

- Refresh and extend the HR IT Inventory and HR IT Modernization Roadmap. This will lead to a **coordinated multi-agency procurement of a standards-aligned platform in key HR areas such as Time & Attendance or Core HR.**
- Lead Data Analytics Community of Practice to create a library of tools and templates to support agencies. Provide staffing of project teams to **advance goals of the CHCO Council Data Working Group.**
- Lead the Workflow Automation Community of Practice to **accelerate deployment of workflow automation platforms and techniques across agencies.**
- **Launch an HR QSMO Marketplace** so agencies can compare marketplace offerings, conduct market research, and share best practices to help ensure they get the best value for HR solutions.

Financial Management QSMO (Treasury)

- Continue outreach to the vendor community and onboard additional vendors to ensure a robust portfolio of modern, innovative offerings **that support standardization and provide agencies flexibility and choice in meeting immediate and long term financial management agency needs.**
- Continue use of customer experience methods and tools **to engage stakeholders and ensure quality and usability of the Marketplace.**
- Support agencies in planning and use of the Marketplace to **drive financial system modernization, sustain current operations, and fulfill a variety of financial management needs.**



Strategy 2: Create Centralized Marketplace

Progress towards QSMO Designations

	Phase	Description	Policy Office	Standards Lead ¹	QSMO	Functional Area
	Formal Designation	QSMO has been officially designated by OMB for select mission support functions.	OFFM	Treasury FIT	Treasury	> Core Financial Management
			OFCIO	DHS	DHS	> Cybersecurity Services Security Operations Center (SOC), Vulnerability Management, and DNS Resolver Service
			OFFM	HHS	HHS	> Grants Management
	Assessment & Pre-Designation	Initial research has been completed to identify the lead agencies, and assessment is underway. QSMOs receive Pre-designation status and prepare a 5-year plan in alignment with the designation criteria.	OPPM	OPM	OPM	> Civilian HR Transaction Services
			OFCIO	DHS	DHS	> Other Cybersecurity Services
	Initiation & Research	FIBF Standards and cross-functional analysis, which would shape future QSMO offerings, are underway. ¹	OFPP OPPM GSA OIRA OFCIO	DHS GSA GSA GSA NARA	Post-Research Phase	> Contract Writing > Travel > Real Property Management > Regulations Management > Electronic Records Management

¹Standards not subject to formal designation process.



Strategy 3: Increase Use of Existing Shared Services - Overview

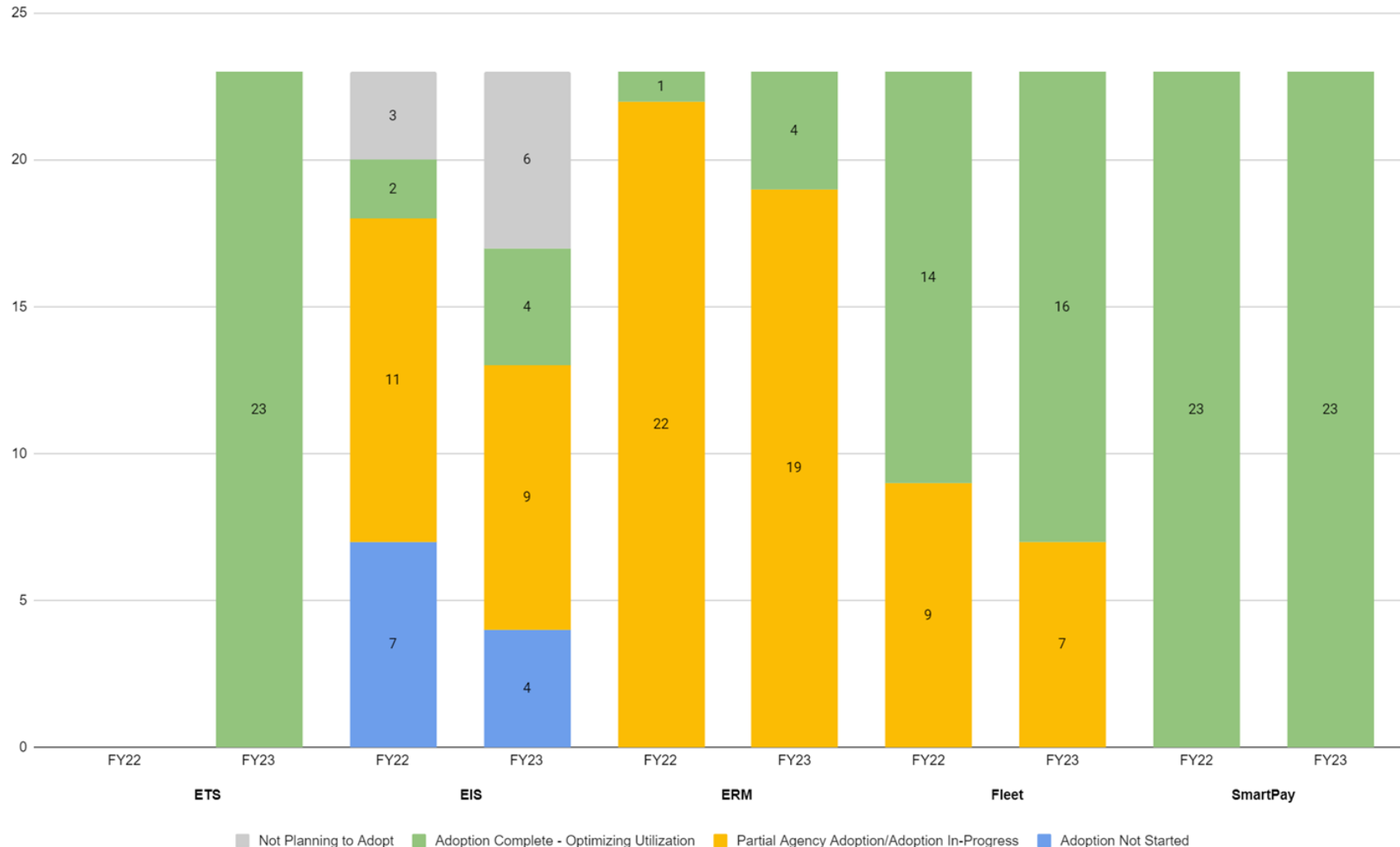


Existing Shared Services are viewed as mature, customer-centric, and provide demonstrated value to agency customers. Each of the 24 CFO Act agencies submit rolling annual plans to identify services prioritized for adoption.

Service	Lead Agency	Mission Objective
Enterprise Infrastructure Solutions	GSA	Centralize voice and data services ordering to reduce operational costs and improve government spending
Electronic Records Management	GSA	Increase adoption of electronic records management solutions under GSA Multiple Award Schedule SIN 51600
Fleet	GSA	Consolidate Federal fleet management to reduce costs and increase efficiencies through purchasing power and centralized maintenance
GSA SmartPay®	GSA	Reduce administrative burden through central access to tools and processes related to purchase card management
E-gov Travel Service (ETS)	GSA	Government-wide, web-based, and world-class travel management service



Existing Shared Services Portfolio - Adoption Trends



Marketplace Adoption Status Definitions

Adoption Complete – Optimizing Utilization - All bureaus within the agency have adopted the service. The service is now in a continuous improvement/optimize utilization model.

Partial Agency Adoption/Adoption In-Progress - The agency has started adopting the service, but adoption is not complete or all bureaus have not adopted the service.

Adoption Not Started - The agency has communicated with the service provider regarding adopting the service, but has not begun adoption.

Not Planning to Adopt - The agency has determined that the capability available through the service provider will not be adopted at this time.

Tools and Best Practices: M3 and Performance Management Framework



Establishing a formal Performance Management framework is a key tenant of ensuring that the Shared Services initiative delivers meaningful impacts across government. What doesn't get measured doesn't get managed. The long-term benefits of Shared Services Performance Management initiative are included below:



Identify QSMO Strengths and Areas for Improvement

Measure the progress of the QSMOs in order to identify where they are succeeding and where they need extra support



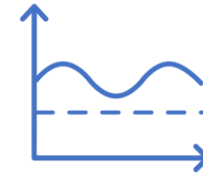
Understanding the Voice of the Customer

Understand the needs of the QSMO customers and provide ongoing feedback to the QSMOs



Promote Continuous Improvement

By tracking the performance of the QSMOs, we can enable them to keep providing higher quality services each year



Develop Baselines

Baselines customers level of satisfaction with the QSMOs as the marketplace brokers



Enable Benchmarking

Enables benchmarking across QSMOs and the ability to share lessons learned across the marketplace

Balanced Scorecard Approach Summary

OSSPI and the QSMOs are following a balanced scorecard approach to shared services performance management. Using input provided by the QSMOs, OMB, and customer agencies, the OSSPI team has identified measures across the following five performance dimensions. Each dimension contains multiple measures, which will be operationalized in a phased manner.



Customer Dimension

Helps assess how the QSMOs are perceived by their customer base – customer measures include:

- *Customer Engagement (Phase 1)*
- *Customer Satisfaction (Phase 2)*
- *Solution Adoption (Phase 3)*



Standards Adoption Dimension

Helps assess the operational efficiency and appropriate use of standards by QSMOs and customer agencies – standards adoption measures include:

- *Standards Incorporation (Phase 3)*
- *System Standardization (Phase 3)*
- *GSA Modernization and Migration (M3) Playbook Utilization (Phase 1)*



IT Modernization Dimension

Helps assess the degree to which QSMOs advance IT Modernization principles in their solution design and delivery – IT modernization measures include:

- *Usability / Accessibility (Phase 2)*
- *Cybersecurity (Phase 2)*
- *Data Interfaces / Customization (Phase 3)*
- *IT Contract Consolidation (Phase 3)*
- *Technology Management / Software Delivery (Phase 3)*
- *System Resiliency (Phase 3)*



Financial Dimension

Helps assess the financial health of the government-wide QSMO effort – financial measures include:

- *Cost Avoidance (Phase 3)*
- *Return on Investment (Phase 3)*
- *Price Transparency (Phase 2)*



Marketplace Operations Dimension

Helps assess the performance of the QSMO service and solution marketplaces – marketplace measures include:

- *Service Quality and Timeliness (Phase 3)*
- *Technical Innovation (Phase 2)*

Phases

- Phase 1:** Measures to be operationalized in FY22
- Phase 2:** Measures to be operationalized in FY23
- Phase 3:** Measures to be operationalized in FY24 +

Performance Management Accomplishments

An overview of key Performance Management accomplishments to-date include:



Developed and Socialized IT Modernization Performance Dimension

In February 2022, the team developed a set of measures to track the QSMO's impact in advancing IT modernization initiatives across government.



Introduced the [Pilot Performance Dashboard](#)

In August of 2022, the Pilot QSMO Performance Management Dashboard was launched and is available on D2D. The dashboard includes data for two phase 1 measures.



Launched [OMB Max Collaboration Site](#)

In September of 2022, the team launched a collaboration space on OMB Max that QSMOs will use to report performance data, amongst other uses.



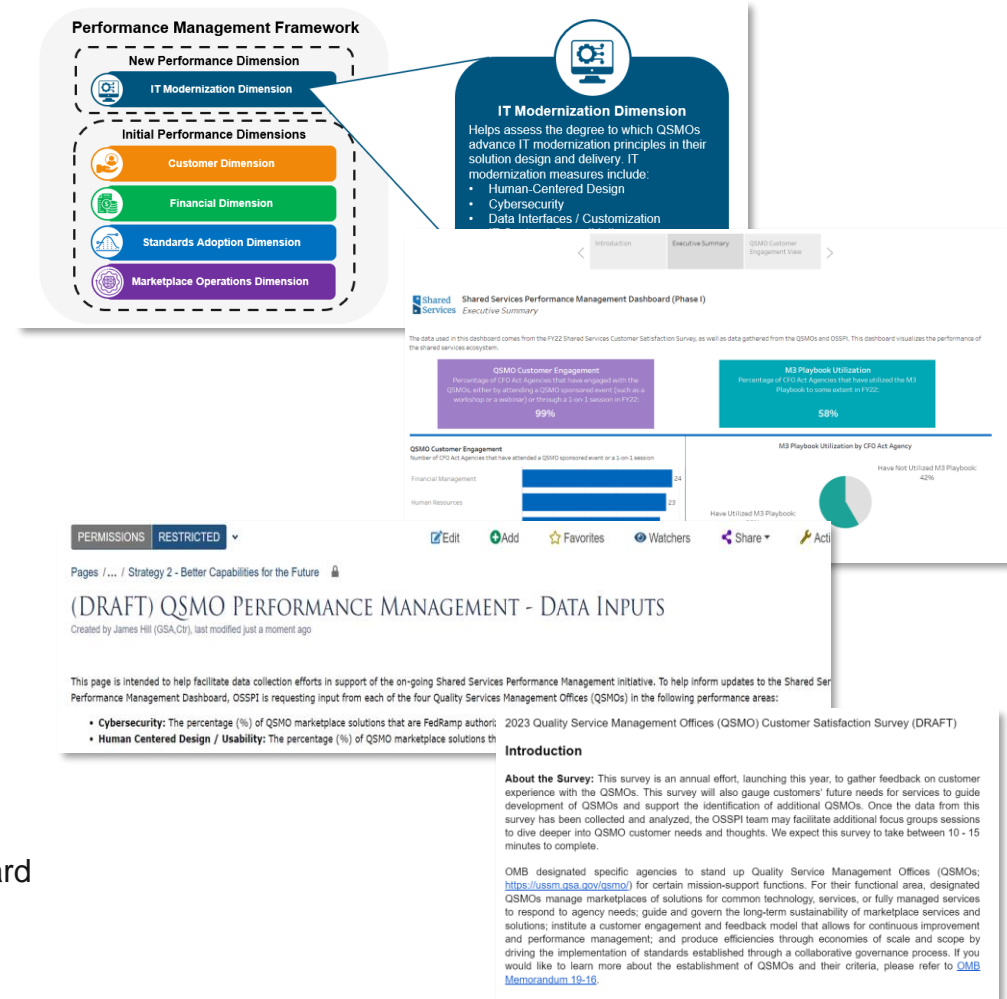
Executed FY23 QSMO Customer Satisfaction Survey

In November and December of 2022, the team developed a new standalone survey to measure QSMO customer satisfaction. The survey ran from January to March 2023.



Published Phase 2 QSMO Performance Management Dashboard

In June 2023, OSSPI launched Phase 2 of the Performance Management Dashboard on D2D.





Modernization and Migration Management (M3) Framework and Playbook



Alignment with government wide initiatives including the agency Investment Planning Process, Business Standards and OMB Memorandums M-19-16 and M-21-20



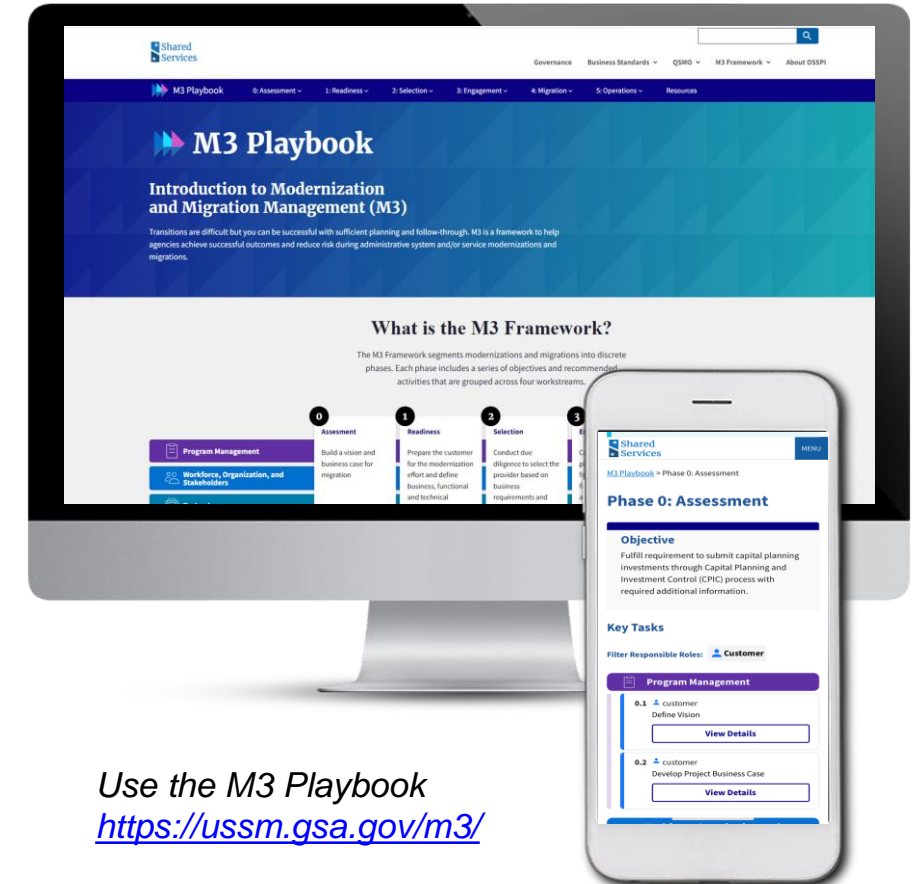
QSMOs as Responsible Party and Stakeholder



Streamlined content and supporting materials to help agencies plan and execute modernization projects



Improved user experience through updated web redesign



Use the M3 Playbook
<https://ussm.gsa.gov/m3/>

Customer Satisfaction Survey and Agency Annual Plan





Measuring Shared Services Satisfaction and Adoption

Customer Satisfaction Surveys

Annual surveys are completed with two separate target audiences.

- **QSMO** - The QSMO Customer Satisfaction Survey is distributed to customers of the Quality Service Management Offices (QSMOs). It provides data on customer experience and satisfaction based on interactions with the QSMOs. Data from the survey will be used to measure the progress of the QSMOs against the Shared Services Performance Management Framework.
- **Provider** - The Shared Services Customer Satisfaction Survey is distributed to customers of federal shared service providers, providing data on customer experience and customer satisfaction and providing a means to gauge customers' future needs for services.

Agency Annual Plan

The Shared Services Agency Annual Plan process is the mechanism used to collect CFO Act agencies' plans regarding the adoption of government-wide Shared Services.

The information provides:

- A comprehensive view of agencies' planning efforts, including potential dependencies / barriers
- Insight into the existing shared services an agency will prioritize for use in the future
- Agencies' plans for adopting Quality Service Management Office (QSMO) Marketplace solutions
- Understanding of agencies' future needs for services

PMA Alignment and Guiding Memorandums/Policies





Policy and Related References to Shared Services

M-19-16

**Centralized Mission-Support
Capabilities for the Federal
Government**
(Page 5)

M-21-20

**American Rescue Plan
Memorandum**
(Indirect Reference vis a vis
QSMO on Page 3)

M-22-02

**New Financial Assistance
Transparency Reporting
Requirements**
(Page 1 and Page 2)

GREAT Act

(Data Standards referenced in Sec.
2 and Sec. 4)

Treasury's Financial Management Capability Framework

Technology Modernization Fund AmeriCorps Grants Management Modernization

A-11: Section 55

**Information Technology
Investments**
(August 2022 on Page 2)

M-23-07

**Update to Transition to
Electronic Records**
(FERMI reference on page 3)

Investment Planning Guidance

(page 17 and also "Investment
Review Process" Table, Steps 2.1
and 4.2)

M-18-24

**Strategies to Reduce Grant
Recipient Reporting Burden**
(Page 3)

Fifth U.S. Open Government National Action Plan

(FOIA Business Standards, Page
16)

Advancing the President's Management Agenda through Shared Services

Elevating the capacity of agencies to deliver on their mission for the benefit of the American public

Access a marketplace of products, solutions, and services



Accelerate the acquisition process



Manage and mitigate risk with proven solutions



Target efforts that address Administration priorities



Use shared approaches to solve common challenges

Free up time and resources to focus on what matters



Optimize service delivery and customer experience



Guide customers to innovative and secure technology



Explore the pieces that make up Shared Services

Agreement on shared capabilities

Marketplace of solution offerings

Existing shared service providers



Advancing the President's Management Agenda through Shared Services

Resetting the operating model for delivery

PRESIDENT'S MANAGEMENT AGENDA

- **Empower the federal workforce**
Encourage cross-agency collaboration to foster a collective problem-solving mindset through agreement on business standards
- **Promote diversity, equity, inclusion, and accessibility (DEIA)**
Ensure relevant parties are engaged and involved in setting standards using DEIA principles
- **Identify and prioritize standards**
Optimize agency delivery of consistent, excellent customer experience through creation of standard performance targets and measurement processes
- **Promote a positive, consistent, and secure customer experience**
Offer a marketplace of secure, shared solutions that improve service delivery and reflect the needs and perspectives of agency customers
- **Equip the federal workforce**
Provide federal agencies modern shared solutions to optimize the focus on mission achievement, attract and retain top talent, and support the Build Back Better agenda
- **Improve use of data in strategic decision-making**
Help agencies effectively use standardized data through adoption of shared solutions to Inform business Intelligence Insights and data-driven decisions
- **Address societal inequities**
Increase use of Best-In-Class contracts for solutions and services, consistent with statutory socio-economic responsibilities
- **Provide access to sustainable technical solutions**
Help the Federal Government buy as one organization and promote goods and services made in America that align with environmental priorities
- **Build the acquisition infrastructure**
Increase productivity via digital solutions

Agreement on shared capabilities

Marketplace of solution offerings

Existing shared service providers



Information compiled from:

- The Office of Management and Budget (OMB) Memorandum-19-16 (2019).
- OMB Memorandum-21-20 (2021).
- OMB Memorandum-22-02 (2021).
- OMB Memorandum-22-12 (2022).

- Performance.gov The Biden-Harris President's Management Agenda (PMA) (2021).
- The White House Executive Order 13985 (2021).
- The White House Executive Order 14035 (2021).
- The White House Customer Experience Executive Order (2021).

More info at: <https://ussm.gsa.gov/>

CUSTOMER EXPERIENCE EXECUTIVE ORDER

- **Improve results for customers**
Establish data and performance standards to measure progress on customer experience
- **Promote equitable, standards-based solutions that align to agency requirements**
Provide solutions that meet customer needs without sacrificing standards
- **Reduce the "time tax" for government services**
Offer federal agencies access to standard solutions and processes to optimize service delivery to the American public
- **Foster equitable access to marketplace of shared solutions**
Incorporate the voice of the customer, human-centered design methodologies, and empirical customer research in the shared solution design process
- **Improve efficiency and effectiveness of government**
Offer agencies access to mature and customer-centric mission-enabling services
- **Establish consistency in service delivery**
Provide a high level of customer experience to federal agencies through the adoption of shared solutions

OMB MEMORANDUMS

- **Identify a common set of support capabilities**
Align mission support functions across government to foster easier adoption of marketplace solutions
- **Achieve agreement from key stakeholders**
Convene stakeholders from industry and government and document interagency standards and priorities for shared services
- **Establish modern solutions to address common challenges**
Offer and manage a marketplace of innovative technologies and services that meet federal agency requirements and needs
- **Deliver increased value**
Drive continuous improvement of marketplace design and delivery via customer feedback loop
- **Promote economies of scale gained through growth of shared services**
Leverage the centralized buying power of the Federal Government to more efficiently acquire centralized mission support capabilities
- **Optimize agency mission delivery**
Deliver quality services that have a proven track record of providing demonstrated value to federal agencies