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## **THE PRESIDENT'S MANAGEMENT AGENDA:** **Modernizing Government for the 21<sup>st</sup> Century**

**Most Americans may not think about the Federal Government every day—but when they need Government services, they expect them to work. As the President has stated, “*at all levels of Government, our public servants put our country and our people first. The hard work of our mail carriers, teachers, firefighters, transit workers, and many more, creates an environment that allows individuals and companies to thrive.*”**

**The President’s Management Agenda lays out a long-term vision for modernizing the Federal Government in key areas that will improve the ability of agencies to deliver mission outcomes, provide excellent service, and effectively steward taxpayer dollars on behalf of the American people.**





# THE OPPORTUNITY

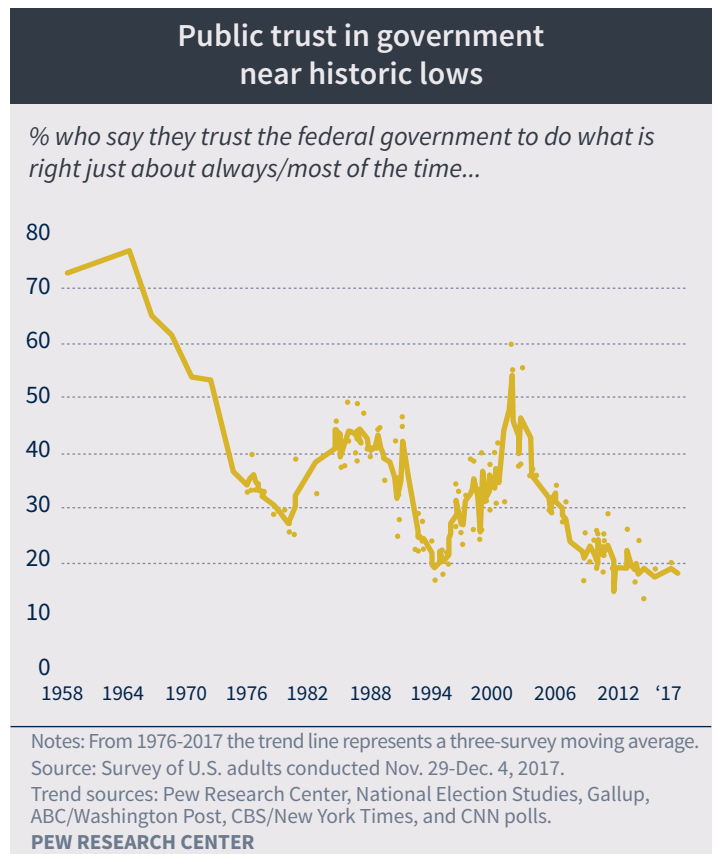




## WHERE WE ARE: FEDERAL CONTEXT

When America’s Founders wrote the Constitution, they laid out a clear vision for the United States Government: to establish justice, ensure domestic tranquility, provide for the common defense, promote the general welfare and secure the blessings of liberty. To this day, the business of Government remains to serve the American people in these foundational areas.

Two decades into the 21<sup>st</sup> Century, the public still believes that the Federal Government serves critical roles and, in some areas, performs them well.<sup>1</sup> Yet public trust in the Federal Government continues to decline, sitting at near-historic lows.<sup>2</sup> The Nation also faces significant national debt and annual deficits that require Government to change how it operates.



1 Pew Research Center, December 2017, “Government Gets Lower Ratings for Handling Health Care, Environment, Disaster Response.”

2 Pew Research Center, May, 2017, “Public Trust in Government Remains Near Historic Lows as Partisan Attitudes Shift.”

## HOW WE GOT HERE: ROOT CAUSE CHALLENGES AND EFFECTS

Despite good intentions, the Federal Government has become overly bureaucratic and complex in ways that have prevented agencies from seamlessly transitioning services to meet the needs of the 21<sup>st</sup> Century. Many of these challenges and shortcomings arise from statutory, administrative, management and regulatory practices designed in the past that no longer align to the realities of today. Major root cause challenges facing the Federal Government include:

**Accumulated regulatory burden.** Over many decades, Federal agencies have imposed countless regulatory requirements on individuals, businesses, landowners, and state and local governments. Some of these regulations serve important public purposes. Many regulations, however, are outdated, duplicative, or unnecessary, yet they continue to impose costly burdens. Careful reconsideration of the regulatory burden is necessary to promote economic growth and individual freedom.

**Structural issues.** Silos across Federal agencies and offices can hurt cross-agency collaboration, resulting in fragmented citizen services or excessive cost to deliver the mission. For example, there are still more than 80 single-purpose welfare programs that comprise a Federal safety net intended to help those living in poverty. Greater coordination is also needed within and among agencies and with Congress to improve how we manage the Federal Government and to remove outdated regulations and other obstacles to change.

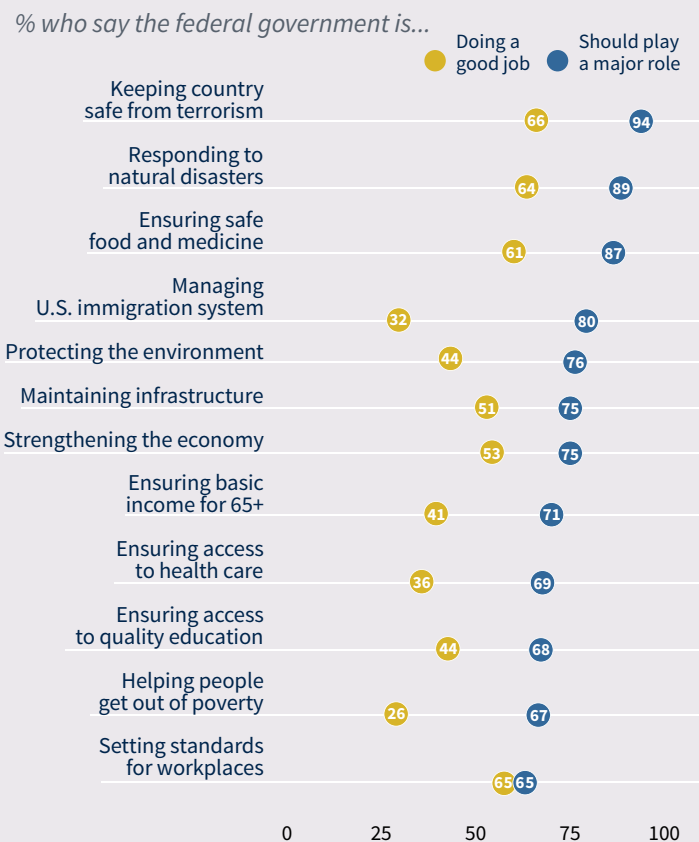
**Decision-making and processes.** Efficient and effective decision-making is fact-based and transparent. However, Government agencies do not consistently apply data-driven decision-making practices. Smarter use of data and evidence is needed to orient decisions and accountability around service and results. Moreover, despite advances in interactive, user-centered design, the American public often lacks the same opportunity to provide feedback on Federal programs and services that it has for services it receives from the private sector, making it harder to continuously improve Federal services.

**Leadership and culture.** Achieving beneficial outcomes that serve the public should be the Government's primary focus. Managers need sufficient discretion to execute programs effectively, foster the highest-performing workforce, and solve real-time problems. Yet service delivery sometimes suffers due to unnecessary bureaucratic hurdles.

The Administration will establish a transparent and data-driven accountability structure through quarterly reviews and public updates on [www.performance.gov](http://www.performance.gov) that identifies successes and areas that need management attention.

**Capabilities and competencies.** Antiquated, unsecure technology risks can leave the public frustrated and vulnerable. Too many Federal employees perform outdated duties that rely on outdated skillsets, and Government too often struggles to award effective, timely contracts. For example, one study found that the Department of Veterans Affairs (VA) spent more than 150 million hours on documenting and recording information, and the Department of Homeland Security (DHS) could save 800,000 hours annually by increasing automation of compliance with standards. The Government needs more nimble and effective approaches to keep technologies and workforce skills current and to ensure that the Federal workforce can meet future needs.

### Low ratings for government on several issues; majorities say it should have a 'major role'



Source: Survey of U.S. adults conducted Nov.29-Dec. 4, 2017  
PEW RESEARCH CENTER





# HOW WE WILL GET THERE





## HOW WILL WE GET THERE

The vision for reform must be multi-generational, enabling the Federal Government to adapt to changing needs over time. We cannot pursue short-term fixes only to see Government quickly become outdated once again. Deep-seated transformation takes time and will not happen in one or two years.

This Administration believes that modernizing Federal Government represents a profound bipartisan opportunity to work across branches of Government and political differences to align the mechanics of government to better meet America's needs. To this end, the Administration looks forward to working with Congress and non-Federal entities to promote dialogue that quickly leads to action.

The President's Management Agenda sets out a long-term vision for effective and modern government capabilities that work on behalf of the American people and focus on the following:

- **Mission:** The American people count on the Federal Government every day, from national security to infrastructure to food and water safety. Public servants must be accountable for mission-driven results but must also have the necessary tools and resources to deliver.
- **Service:** Federal customers range from small businesses seeking loans, to families receiving disaster support, to veterans owed proper benefits and medical care. They deserve a customer experience that compares to—or exceeds—that of leading private sector organizations, yet most Federal services lag behind the private sector.
- **Stewardship:** Effective stewardship of taxpayer funds is a crucial responsibility of Government, from preventing fraud to maximizing impact. Taxpayer dollars must go to effective programs that produce results efficiently. For example, the 2019 Budget conservatively projects that \$187 billion in savings can be achieved over the next decade through the prevention of improper payments alone.

Progress on these complex and interconnected challenges has been attempted in the past but often failed due to siloed efforts. Getting traction calls for broader, system-level thinking to tackle interconnected barriers to change, most notably related to aging technology infrastructure, disconnected data and an outmoded civil service framework. As a result, modernizing Government for the 21<sup>st</sup> Century requires work in three key areas:



- **Modern information technology** must function as the backbone of how Government serves the public in the digital age. Meeting customer expectations, keeping sensitive data and systems secure, and ensuring responsive, multi-channel access to services are all critical parts of the vision for modern Government.
- **Data, accountability, and transparency** initiatives must provide the tools to deliver visibly better results to the public, while improving accountability to taxpayers for sound fiscal stewardship and mission results. Investments in policy, people, processes and platforms are key elements of this transformation and require cross-agency cooperation to ensure an integrated Data Strategy that encompasses all relevant governance, standards, infrastructure and commercialization challenges of operating in a data-driven world.



## MODERNIZING IT: CENTERS OF EXCELLENCE

Agencies have unique missions, but the systems they build to deliver those missions rely on foundational capabilities that are not unique. To help agencies accelerate the modernization of IT infrastructure across the Government while leveraging private sector expertise, the General Services Administration (GSA) is standing up Centers of Excellence to **centralize best practices and offer hands on implementation assistance**. Starting with the United States Department of Agriculture (USDA), Centers of Excellence will improve service design and customer interactions with key agencies and programs.



- The **workforce for the 21<sup>st</sup> Century** must enable senior leaders and front-line managers to align staff skills with evolving mission needs. This will require more nimble and agile management of the workforce, including reskilling and redeploying existing workers to keep pace with the current pace of change.

This Administration will make investments in this vision for transformational change, paving the way for sustained improvement over time that is efficient, effective and accountable. The Administration will carry out this important work using multiple tools that, together, will yield tangible improvements for the Nation, its people, and the economy. The President’s Management Agenda lays the foundation for this work that will address critical challenges where Government as a whole still operates in the past.

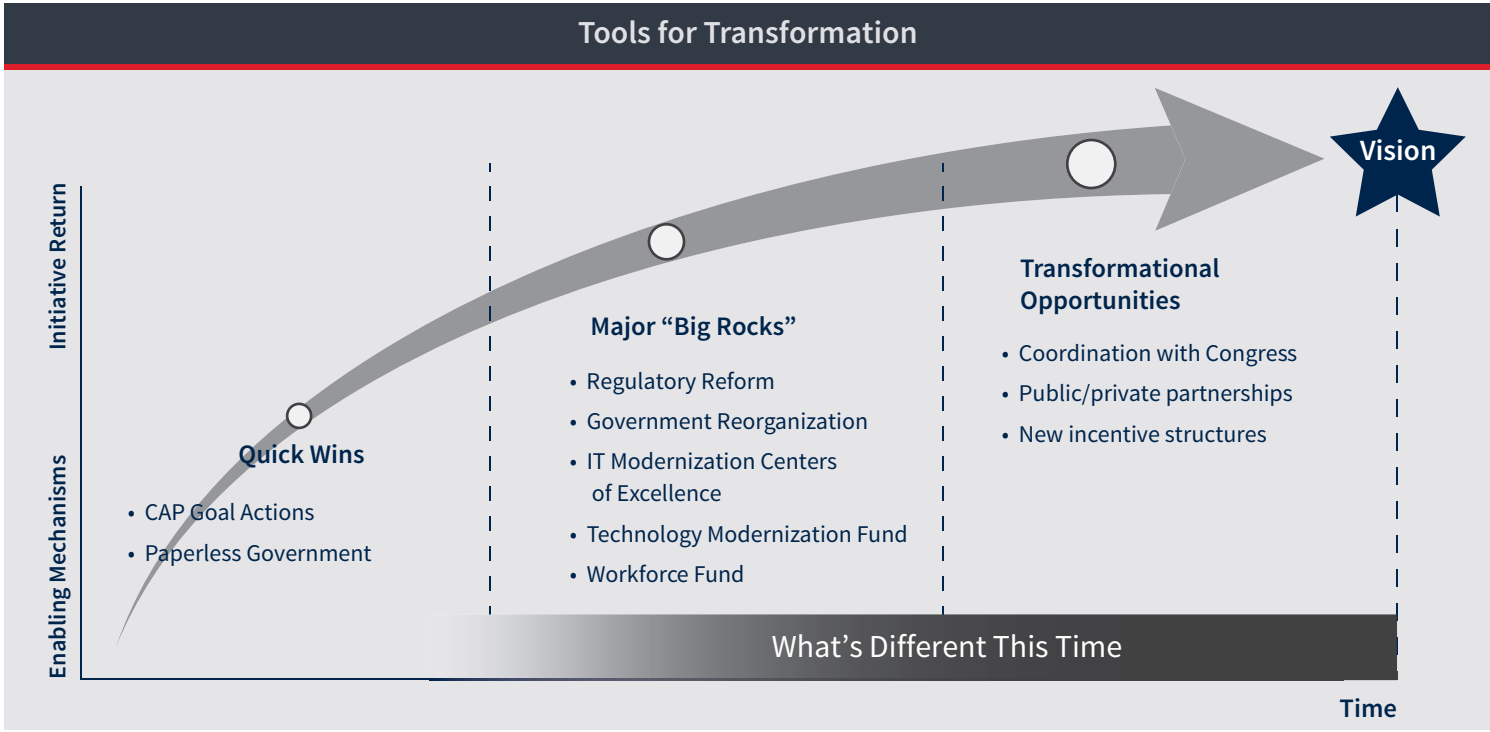
### Tools for Transformation

Over time, these changes will target broad structural issues that are barriers to a more effective and efficient Government. Most importantly, the Administration cannot fully equip the Government to meet modern management challenges without support from Congress. In some cases, real change will demand different agency structures. In other cases, we may need to update rigid requirements from the past that hold back Government. The Administration looks forward to working with Congress on key legislative changes that will

enable agencies to operate effectively and drive improvement in the present day. Examples of potential areas for legislative change include:

- Consideration of the reorganization and reform plan proposals included in the President’s FY19 Budget and that will be released later this year.
- Consideration of proposals for appropriate access to existing Government data that can inform and improve Federal programs.





**Identifying Cross-Agency Priority Goals to Move from Vision to Action:** Government must recognize that it can no longer meet modern needs with the same approaches, technology, and skillsets from centuries past. By acknowledging shortcomings, setting a modern vision, and delivering on concrete goals, we can adapt Federal programs, capabilities, and the Federal workforce to efficiently, effectively and accountably meet mission demands and public expectations.

The President’s Management Agenda identifies Cross-Agency Priority (CAP) Goals to target those areas where multiple agencies must collaborate to effect change and report progress in a manner the public can easily track. CAP Goals are being established for each of the three primary drivers of transformation, as well as three cross-cutting priority areas and five functional priority areas. Additional CAP Goals may be established throughout the Administration as policy priorities are identified. To avoid creating new silos, these CAP Goals will be managed to reinforce the interrelationships between areas. Summaries of actions being taken appear on the following pages.





# KEY DRIVERS OF TRANSFORMATION





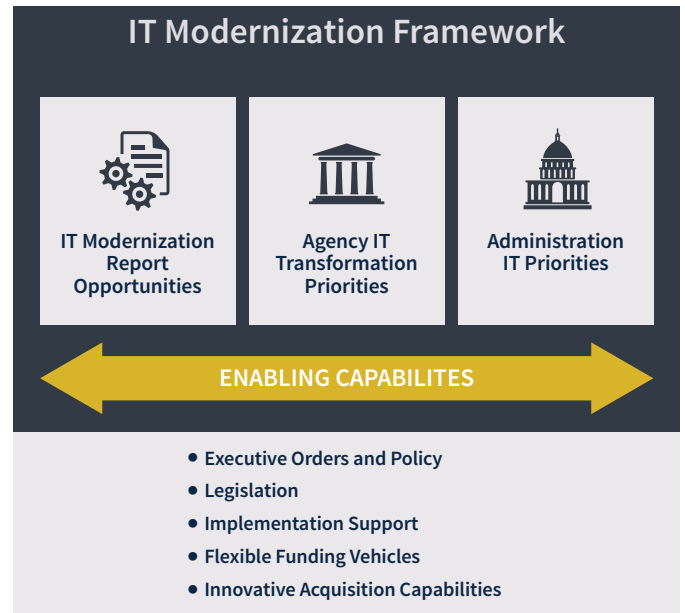
## IT MODERNIZATION: CREATING THE PLATFORM FOR CHANGE

In the 21<sup>st</sup> Century, most Government agencies rely on technology to deliver services to the American people and support the work of the Federal workforce in delivering those services. The Information Technology Modernization framework provides an integrated view of addressing IT challenges that leverages common capabilities to ensure that, going forward, strategic IT projects are better positioned for success.

**The Report to the President on Federal IT Modernization** is focused on modernization efforts to improve the security posture of Federal IT and is a key component of this Administration's efforts to modernize Federal IT. Setting forth the current challenges facing the Government and its aging IT infrastructure, the report articulates actions to drive improvements in how Government engages with the public. In addition to setting forth a broad government-wide plan, the report complements agency efforts to modernize citizen facing services – by moving to a more secure, agile, and cost effective infrastructure, much of which will be provided by shared services. The government-wide plan articulated in the report identifies a series of near-term actions which will help agencies accelerate IT Modernization activities and enhance their ability to successfully transform their IT service delivery and security over the long term.

**Agency IT Transformation Priorities.** In determining the top opportunities for modernization, both the Administration and individual agencies will be able to more strategically address existing needs and decide how best to address them. Some of these projects are to be funded through new tools and resources, such as the Technology Modernization Fund, while others will rely on traditional, agency-specific appropriations or other existing funding mechanisms. Regardless of funding method, the Administration will promote opportunities to leverage Federal buying power, utilize government-wide vehicles such as the Enterprise Infrastructure Solutions contract to pivot to modern architectures, and clear obstacles agencies encounter, such as overly burdensome reporting and compliance checks, as they seek to enhance their ability to better deliver services to their customers while ensuring that these changes appropriately improve Federal cybersecurity.

Enhancing Federal information systems to better serve the public is at the heart of the **Administration IT Priorities**. Guiding the Administration's efforts to modernize Federal IT will be three priorities:



- **Enhancing Mission Effectiveness** by improving the quality and efficiency of critical citizen-facing services, including through the increased utilization of cloud-based solutions such as email and collaboration tools;
- **Reducing Cybersecurity Risks to the Federal Mission** by leveraging current commercial capabilities and implementing cutting edge cybersecurity capabilities; and
- **Building a Modern IT Workforce** by recruiting, reskilling, retaining professionals able to help drive modernization with up-to-date technology.

Agency IT modernization plans must be focused on delivering better service to the public, and in doing so should be developed in furtherance of these priorities. This will result in building and maintaining a modern, secure, and resilient IT, which improves the lives of the American public.

### **Enabling Capability: Executive Orders and Policy**

This ambitious effort will require extensive collaboration and coordination across the entire Federal Enterprise. In addition to the modernization efforts that each agency will undertake, government-wide leadership will be essential to drive the necessary sustained momentum. The Federal Chief Information Officer, in coordination with agency partners such as GSA, DHS, and the Department of Commerce (DOC) will provide guidance to Federal agencies on numerous critical





## DIGITAL SERVICES AT VETERANS AFFAIRS

Across the public and private sectors, digital technologies have become the standard for service delivery and engagement. **The Department of Veterans Affairs (VA) faces an ambitious but critical task: use industry best practices to make it easier for veterans to get the benefits they deserve and provide digital tools that empower them to discover, apply for, track, and manage their benefits online.** The U.S. Digital Service team at the Department of Veterans Affairs, Digital Service at VA (DSVA), is honored to serve those who have sacrificed so much to protect our country and work to advance this work every day. Already, the DSVA team has:

- Created and launched online terms and conditions to grant access to health tools allowing **over 28,000 veterans** quicker access and eliminating the need for veterans to travel **over 7 hours** to local VA medical centers to turn in paperwork.
- Working directly with veterans, built a wizard to help them identify which education benefits form they need to complete by answering up to four basic questions. The **GI Bill Comparison Tool** helps veterans learn about education programs and compare benefits by school. Veterans can also check the status of their Post 9/11 GI Bill benefits and access a statement of benefits to verify eligibility with their school.
- Leased a tool to enable veterans to apply for healthcare eligibility on Vets.gov, **enabling 292,634 veterans** to submit applications for health care online.



IT-related issues over the next year, including policy that supports implementing a unified approach to utilizing Federal commercial cloud and data centers. To help agencies modernize their systems, including the use of cloud email and collaboration tools, the Administration will update or revise foundational policy documents that strengthen the Federal approach to key areas such as moving to the cloud, ensuring trustworthy internet connections, managing identity, and optimizing data centers. This ongoing and agile effort will ensure that policy stays current and relevant given changes in technology and the threat landscape.

### Enabling Capability: Legislation

Authorized as a part of the FY 2018 National Defense Authorization Act (P.L. 115-91), the **Modernizing Government Technology (MGT) provisions** provide agencies with the authorities and technical expertise necessary to move the Government closer to leading industry practices in modernization, pivot traditional bureaucratic problems towards embracing technology opportunities, and ultimately allow the Federal Government to provide better, more secure, user-centered services to the American people. Moreover, MGT provides critical capabilities for funding agency progress.



## DEPARTMENT OF AGRICULTURE: FARMERS.GOV

Randy Smith is a forward thinking cattleman with a small herd in Georgia. He works closely with Natural Resources Conservation Service (NRCS) to put conservation practices on his land and experiment with new and innovative conservation approaches. While he does some of his business in person, **Randy needs easy access to information and documents online, including contact information for his local field office.**

Although the NRCS website has information on Farm Bill Programs, **Randy cannot always easily find the information he needs.** More critically, because the NRCS website is not optimized for mobile access, it is more difficult for him to get the number and address of his local service center when not at his computer. It is also missing some of the forms he needs to complete an application. Thus, Randy may need to visit an office to get information or complete some paperwork, taking up time he could spend improving his soil health and making his pasture more productive.

Randy isn't a real person. Randy is one of many personas developed by United States Department of Agriculture (USDA) to drive the development of *Farmers.gov*. To better serve America's farmers, ranchers, and foresters, the USDA's Farm Production and Conservation (FPAC) mission area is building a dynamic, online customer driven website – *Farmers.gov* - that delivers the information, tools, and first hand advice built around the needs of the people who grow our food, fiber, flora, and fuel. *Farmers.gov* is designed for customers like Randy. **The first release of farmers.gov features a new, mobile friendly service center locator.** In subsequent releases, he will have access to mobile friendly forms that he can submit online and print easily. *Farmers.gov* will also have clear Farm Bill Program descriptions with step by step instructions to walk him through the application process and provide upfront requirement and eligibility information.

*Farmers.gov* won't deliver every agricultural resource, tool, or story for farmers, ranchers, and foresters – and it doesn't pretend to. Instead, **FPAC is talking to our customers and field employees who serve those customers, often farmers and ranchers themselves.** We're building *Farmers.gov* around their needs and ideas through a streamlined, user centric approach – bringing the most usable information together in a new way.



### Enabling Capability: Implementation Support

Agencies have unique missions, but the systems they build to deliver those missions rely on foundational capabilities that are not unique. The United States Digital Service (USDS) and the GSA will support modernization efforts by leveraging top technical talent to help agencies solve the technical challenges posed by upgrading legacy systems and technologies.

USDS continues to produce significant value across the Government, using design and technology to deliver quality services to the American public. From recovering failed systems to consolidating websites and designing intuitive interfaces, USDS partners with Federal agencies to build more secure, efficient, and modern services with and for the American people. For instance, USDS worked with the Department of Health and Human Services (HHS) Centers for Medicare and Medicaid Services to change the way Medicare pays doctors and clinicians, rewarding them for the value – and not the quantity – of care they provide. With the Small Business Administration (SBA), USDS eliminated paper applications for small businesses to participate in Federal contracting programs, improving their user experience and reducing their burden. Over a five-year period, USDS projects that its current projects will save \$617 million and redirect 1,475 labor years toward higher value work.

To help agencies accelerate the modernization of IT infrastructure across the Government while leveraging private-sector expertise, GSA is standing up Centers



of Excellence to centralize best practices and offer “hands-on” implementation assistance to customer agencies for cloud migration, infrastructure modernization and other foundational technology and security improvements. Initially, the Centers of Excellence will partner with the Department of Agriculture (USDA) to accelerate USDA’s IT Modernization Plan. Based on their collaboration with USDA, the Centers of Excellence will rapidly improve their capability in order to support and work with other Federal agencies to improve service design and customer interactions as part of their IT Modernization Plans.

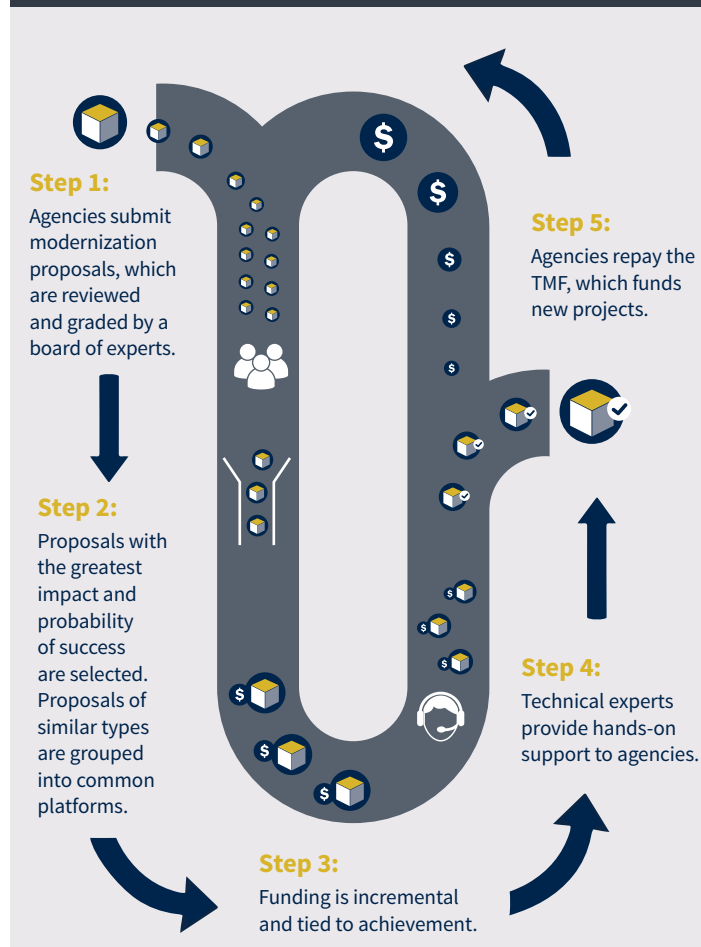
### Enabling Capability: Flexible Funding Vehicles and Innovative Acquisition Capabilities

The **Technology Modernization Fund (TMF)** is a centralized revolving fund authorized by the MGT for up to \$500 million that will be overseen by the Technology Modernization Board, chaired by the Federal Chief Information Officer and administered by GSA, to provide funds and technical expertise to agency modernization projects and common solutions. The process for utilizing the TMF is:

1. **Agencies submit modernization proposals** to be reviewed by the Technology Modernization Board.
2. **The Technology Modernization Board evaluates and selects proposals with the greatest impact, strongest business case, and highest probability of success** to receive funding from the TMF.
3. **GSA issues funding** in an incremental manner and tied to performance against established targets and milestones.
4. **Technical experts provide hands-on support to agencies**, leveraging resources from USDS and GSA to improve team capabilities and troubleshoot impediments to success.
5. **Agencies agree in advance on repayment terms to the TMF**, which drives accountability across “C-suite” agency leadership—such as Chief Operating Officers, Chief Financial Officers, Chief Information Officers, Chief Human Capital Officers, and Chief Acquisition Officers—and enables the fund to be self-sustaining, continually reinvesting resources in future projects.

For more information on the TMF, please see [policy.cio.gov](https://policy.cio.gov).

## How the Technology Modernization Fund (TMF) Works



**Agency IT Working Capital Funds** are another vehicle established under MGT for agencies seeking to invest in IT modernization activities. These funds enable individual agencies to establish revolving funds to direct existing agency funds, subject to individual agency transfer authorities, to technology modernization efforts such as improving, retiring, or replacing legacy systems, enhancing cybersecurity, and transitioning agencies data and applications to modern commercial platforms.

**CAP Goal 1: Modernize IT to Increase Productivity and Security.** The Administration has established a CAP Goal to drive sustainable progress in this area. The Office of Management and Budget (OMB) and USDA will lead this goal, with DHS, National Security Council (NSC), GSA, and Office of Personnel Management (OPM) working as close partners. While these entities will lead the effort, all agencies will participate in the implementation of the strategies and objectives associated with the IT Modernization CAP Goal.





## DIGITAL SERVICES AT THE SMALL BUSINESS ADMINISTRATION

For many years, Small Business Administration (SBA) employees have been hamstrung by **not having the digital tools they need to quickly process and expedite requests** from small business owners. In turn, small business owners have been extremely frustrated by a slow, bureaucratic, paper based process that is **not responsive** to their needs. Thanks to the United States Digital Services (USDS) team at SBA, small businesses can now apply for Government Contracting Programs online in about 1 hour instead of days. They can get up to date information from a modern map that updates in days instead of months, providing owners with key information on locating their businesses.

Since its launch, the system has more than **26,000 participating small businesses**—and more than **278,000 documents** have avoided old-fashioned snail mail. Moreover, the SBA has seen a three fold increase in participation in the Women Owned Small Business program since launch.

These digital enhancements help support **over 537,000 small business jobs** per year while allowing SBA staff to focus on higher value work.



## DATA, ACCOUNTABILITY, AND TRANSPARENCY: CREATING A DATA STRATEGY AND INFRASTRUCTURE FOR THE FUTURE

The use of data is transforming society, business, and the economy. If the Federal Government does not maintain its role as a preeminent supplier and sophisticated user of data it will no longer be able to fulfill the trust placed in it by the American people. The Federal Government lacks a robust, integrated approach to using data to deliver on mission, serve customers, and steward resources.

The Administration is developing a Federal Data Strategy to leverage data as a strategic asset to grow the economy, increase the effectiveness of the Federal Government, facilitate oversight, and promote transparency.

The Federal Data Strategy will include four key components:

- **Strategy 1: Enterprise Data Governance.** Set priorities for managing Government data as a strategic asset, including establishing data policies, specifying roles and responsibilities for data privacy, security, and confidentiality protection, and monitoring compliance with standards and policies throughout the information lifecycle.

The enterprise data governance strategy will build on examples like:

- The National Center for Health Statistics’(NCHS) policy on the release of and access to vital statistics to make data available as widely as possible while being responsive to concerns about confidentiality.





## USDA: CONSERVATION DELIVERY STREAMLINING INITIATIVE (CDSI) CONSERVATION CLIENT GATEWAY

The USDA NRCS Conservation Client Gateway (CCG) provides a **secure, streamlined means** for customers **in every state and territory** to access their conservation plans and Farm Bill Conservation Program financial assistance applications, contracts, and payments at any time. Currently, CCG is used by more than 6,400 individuals and 400 agriculture businesses.

After the CCG was released in December 2014, farmers have been **able to report** completed contract items directly from the cab of their tractor as they complete each item in their field. The local District Conservationist can then process the request immediately and **accelerate the time of payment** to the producer. These same customers are also able to sign critical documents from the comfort of their home, saving themselves the time and fuel to drive to the local field office, sign the form, and drive back home.

Customers can apply for a number of Farm Bill Programs, including the Environmental Quality Incentives Program (EQIP), **electronically sign** their applications and contracts, and report completed contract items and **track their Farm Bill Program** payments for certified contract items. More than 350 applications have been made for Farm Bill programs by customers through CCG since it was deployed.

A key component of CCG is the document management system (DMS), where both the customers and the agency can store and access important files 24/7. NRCS currently has several million documents stored in the DMS within CCG, allowing producers to **access their information day or night** without having to contact their local service center.

Under the new Farm Production and Conservation Mission Area, NRCS, the Farm Service Agency, and Risk Management Agency are **developing a single transactional portal** to meet the combined needs of the customers. The work that has gone into CCG will serve as a key component in the design of this new portal, which will allow all three agencies to **better serve the people who grow our food, fuel, flora and fiber**.

- The Federal Statistical Research Data Centers' (FSRDC) success in using common policies, technologies, and staff providing researchers across the country with secure access to multiple agencies' restricted-use datasets for statistical purposes.
- The Federal Geospatial Data Committee's notable successes implementing portfolio management processes for Federal geospatial data assets and investments helped agencies to more efficiently support their mission and priorities.
- **Strategy 2: Access, Use, and Augmentation.** Develop policies and procedures and incentive investments that enable stakeholders to effectively and efficiently access and use data assets by: (1) improving dissemination, making data available more quickly and in more useful formats; (2) maximizing the amount of non-sensitive data shared with the public; and (3) leveraging new technologies and best practices to increase access to sensitive or restricted data while protecting the privacy, security, and confidentiality, and interests of data providers.

The access, use, and augmentation strategy will build on work like the DATA Act Information Model Schema (DAIMS) open data standard that powers websites like [USAspending.gov](http://USAspending.gov) and private sector sites like [InsideGov.com](http://InsideGov.com) and [OpenTheBooks.com](http://OpenTheBooks.com) that show how the Government spends taxpayers' money. It will leverage investments in tools like Technology Business Management (TBM), which creates standard categories of data on IT spending that provide more granularity and consistency and help to improve accountability and transparency across agencies. For example, from FY2015 to FY2017, early use of TBM quadrupled the percentage of IT spending that could be clearly tracked to a specific cost category, such as data centers or IT security and compliance.

- **Strategy 3: Decision-Making and Accountability.** Improve the use of data assets for decision-making and accountability for the Federal Government, including both internal and external uses. This includes: (1) providing high quality and timely information to inform evidence-based decision-making and learning; (2) facilitating external research on the effectiveness of Government programs and policies which will inform future policymaking; and (3) fostering public accountability and transparency by providing accurate and timely spending information, performance metrics, and other administrative data.

The decision-making and accountability strategy will build on work like the *College Scorecard*, which links Department of Education (ED) administrative student aid data to Internal Revenue Service (IRS) administrative tax data to help students and their families select the school that is best for them.

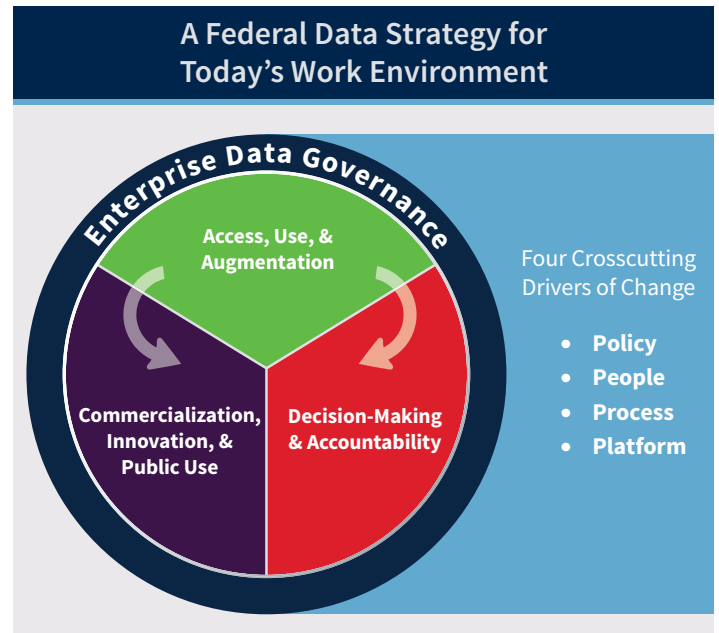
- **Strategy 4: Commercialization, Innovation, and Public Use.** Facilitate the use of Federal Government data assets by external stakeholders at the forefront of making Government data accessible and useful through commercial ventures, innovation, or for other public uses. This includes use by the private sector and scientific and research communities; by states, localities, and tribes for public policy purposes; for education; and in enabling civic engagement. Enabling external users to access and use Government data for commercial and other public purposes spurs innovative technological solutions and fills gaps in Government capacity and knowledge. Supporting the production and dissemination of comprehensive, accurate, and objective statistics on the state of the nation helps businesses and markets operate more efficiently.

The commercialization, innovation, and public use strategy will build on work like the Census Bureau's *The Opportunity Project*, which has helped facilitate the development of digital tools with Government open data that help unemployed Americans build skills and find jobs, increase transit accessibility in low-income communities, help families navigate information on the quality of schools, and tackle other pressing challenges.

Developing a long-term Federal Data Strategy will require full utilization of four cross-cutting drivers of change: Policy, People, Process, and Platform:

- **Policy:** Clarify, harmonize, and update existing laws, policies, and procedures.
- **People:** Harmonize roles and responsibilities for data management on a government-wide basis and within agencies, invest in staff expertise and capacity, and promote a data management culture at agencies that prioritizes data use and stewardship.
- **Process:** Establish routine processes that identify priorities, improve coordination, and promote maturity over time.

- **Platform:** Develop effective governance organizations and a suite of tools and applications available across agencies that serve the needs of diverse users and facilitate data integration, exchange, and use.



### **CAP Goal 2: Leveraging Data as a Strategic Asset.**

The Administration has established a CAP Goal to drive sustainable progress in this area. Developing and implementing the Federal Data Strategy will take time, and will involve experts and thought leaders from across the Federal Government, private industry, and research institutions. This work has already begun in meaningful ways, and the Federal Data Strategy will accelerate and scale these practices into a logical, integrated and coordinated path forward to achieve meaningful results. DOC, SBA, OMB Information Policy and Performance Offices (Office of the Federal Chief Information Officer, Office of Information and Regulatory Affairs, and the Office of Performance and Personnel Management), and the Office of Science and Technology Policy (OSTP) will lead this goal. Other participating OMB offices will include Economic Policy, Office of Federal Financial Management, Office of Federal Procurement Policy, and Resource Management Offices. Other potential participating partners are the Office of American Innovation, GSA, and other Federal agency data leaders.



## ACQUISITION: USCIS

A key priority of the United States Citizenship and Immigration Services (USCIS) is to **modernize E-Verify**, which is part of the Verification Information System used by **more than 600,000 companies nationwide** to validate employment eligibility to work in the U.S. Using innovative acquisition practices, USCIS was able to award a contract for a new **myUSCIS customer service portal** in just half the time projected. The site is helping users **decrease** case status processing time by **30%** and employer enrollment time by more than **45%**. In 2017, myUSCIS was nominated by satisfied CIS customers and won the American Council for Technology Industry Advisory Council **Igniting Innovation Overall Award**, which recognizes transformative Government and industry solutions to critical taxpayer problems.



## PEOPLE – WORKFORCE FOR THE 21<sup>ST</sup> CENTURY: REALIGNING HUMAN CAPITAL TO SERVE AMERICA’S PRIORITIES

Federal employees underpin nearly all the operations of the Government, ensuring the smooth functioning of our democracy. While most Americans will never meet the President or even their Members of Congress, they will interact with the Federal employees who work in their community, keep them safe at airports, or welcome them to a National Park. Among other duties, regional offices of USDA and the Department of the Interior (DOI) provide services to farmers and ranchers where they live. When emergencies occur, entities like the Federal Emergency Management Agency (FEMA), the U.S. Coast Guard, and the SBA help to save and rebuild communities.

However, the personnel system supporting Federal employees is a relic of an earlier era that has failed to keep pace with changing workforce needs. Both employees and managers agree that the performance management system fails to reward the best and address the worst employees.<sup>3</sup> With annual civilian personnel costs of almost \$300 billion, the Government should always be seeking to ensure its workforce has the right skills, is the right size, and operates with the responsiveness and flexibility needed to best accomplish its various missions.

The Administration intends to partner with Congress on overhauling the statutory and regulatory rules that have, over time, created an incomprehensible and unmanageable civil service system:

- **Realigning the workforce to mission:** The Administration is committed to redefining the role of the Federal Government by reprioritizing Federal spending toward those activities that advance the safety, security, and prosperity of the American people. Agencies must critically examine their workforces to determine what jobs they need to accomplish their core missions.
- **Aligning total compensation with competitive labor market practice:** It is important to appropriately compensate personnel based on mission needs and labor market dynamics. The existing compensation system fails in this regard. The President’s Budget for FY 2019 foregoes an across-the-board pay increase for 2019, while proposing to realign incentives by enhancing performance-based pay and slowing the frequency of tenure-based step

<sup>3</sup> Federal Employee Viewpoint Survey, 2017.



increases. The Administration also proposes a \$1 billion interagency workforce fund as part of the FY 2018 appropriations, and supplemented by an additional \$50 million in the FY 2019 Budget. This fund will replace the across-the-board raise that increases Federal employee pay irrespective of performance with *targeted* pay incentives to reward and retain high performers and those with the most essential skills. The Budget also proposes pension reforms that better align Federal retirement benefits with those offered by private sector employers, with whom the Government competes for talent.

- **Human capital management reforms:** An Analytical Perspectives chapter on the Federal workforce in the FY 2019 President’s Budget outlines a vision for change that would streamline the hiring and dismissal processes, modernize human resources technology, better utilize data to inform workforce management, rebalance labor-management relations, align Federal workforce management authorities with private sector best practices, and reduce unnecessary red tape to bring the Federal workforce into the 21<sup>st</sup> Century. For further detail, see the Appendix for the FY 2019 President’s Budget chapter *Strengthening the Federal Workforce*.

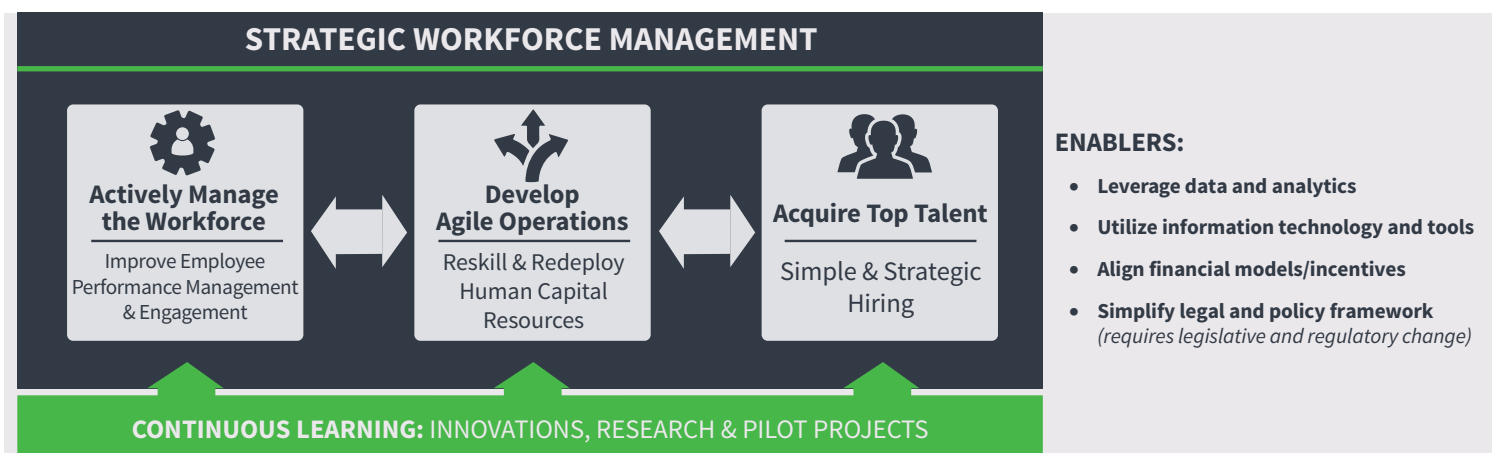
**Strategic Workforce Management.** To achieve a 21<sup>st</sup> Century Workforce, the Government needs to do a better job of end-to-end strategic workforce management. It needs to look at work in a different way – assessing what our key missions and outcomes are and understanding how we can best align the workforce to meet those needs, particularly through the Administration’s lens of using IT modernization to drive increasing efficiency, effectiveness, and transparency. It needs to engage in constant research and knowledge building, and integrate that work into our workforce planning and strategic planning in order to build a leading edge, first-in-class workforce to meet mission needs efficiently.

In order to best leverage the workforce to achieve our mission efficiently and effectively, Government needs to:

- Build agile organizations and processes to quickly respond and align to changing mission needs, innovations, and technological advancements;
- Reward top performers and those with critical skill sets;
- Acquire and retain top talent to achieve results; and
- Remove employees with the worst performance and conduct violations.

The Administration has developed a road map for three key areas of strategic workforce management. By implementing this roadmap, and by taking into consideration enabling tools and knowledge to help inform actions, we will empower organizations and managers to develop and implement a 21<sup>st</sup> Century workforce.

**Actively Manage the Workforce.** The Government needs to do a better job in actively managing the workforce. The Government employs some of the world’s most talented professionals, from Nobel Prize winners to top investigators and scientists who are top recruits in their private sector fields. Leading human capital practices begin with rewards and recognition capabilities that reinforce results, accountability, and performance. Yet Government’s current performance management system provides only a nominal difference in rewards for top employees versus mid-level performers, making it difficult to retain top talent.



In addition, Federal managers are reluctant to remove a poor performing employee and may receive inadequate support from their agency in attempting to do so. Notably, only 31% of Federal employees believe that steps are taken to deal with poor performers among their peers.<sup>4</sup> Such management failures inevitably reduce morale and engagement in the workplace, even for high performing employees. Through the Workforce CAP Goal, the Administration will improve employee performance management to better reward high performing employees, while supporting managers in removing poor performers. For example, OMB directed agencies to develop a single overarching policy for removing poor performers and forming manager support boards to help address performance or conduct issues that require immediate action.

**Agile Operations.** Perhaps most importantly, the Government needs to become more agile in its organization and operations. Currently, the Government is inflexible and made up of many component entities that generally function predictably and stably. An operational inertia often takes hold, with too little attention paid to incorporating operational efficiencies or responding to technological advances and innovations. In some cases, statutory barriers prevent such adaptation. But, there are countless opportunities to evolve. For example, it is extremely difficult to shift employees across jobs and agencies to match skillsets with need in a responsive manner. Actions set forth in the Workforce CAP Goal will require agencies to look at operations through a different lens – one that stresses the importance of recognizing key mission requirements, and aligning the workforce to meet those needs. This requires identifying opportunities to more efficiently use the people we have, through reskilling and redeployment efforts, and matching employees to important and meaningful work.

**Acquire Top Talent.** Only 42% of Federal employees believe that Government recruits people with the right skills.<sup>5</sup> While the Government will work to better align existing employees to mission needs, it also needs to build a capacity to bring in top talent quickly when demand for specific skills exceeds existing capacity. The current overly complex and lengthy hiring process, frequently results in the Government losing potential employees to private sector organizations with more streamlined hiring processes. While ensuring fair and equitable hiring practices, Government can improve its hiring, including by training the human resources workforce to better support hiring managers.

**Continuous Learning.** To inform implementation of strategic workforce management and better alignment of the workforce to mission, Government needs to be constantly learning, developing knowledge, and incorporating this knowledge into our management practices. By engaging agency thought leaders with experts from industry and academe, Government can use feedback from ongoing research, pilot projects, and other knowledge creation activities to help inform agency actions and priorities in each of the three pillars of this Goal.

Aligning and managing the Federal workforce of the 21<sup>st</sup> Century means:

- Instating performance management processes that help agencies retain top employees and efficiently remove those who fail to perform or to uphold the public's trust;
- Reducing skills-gaps and eliminating redundant positions;
- Simplifying the hiring process for managers;
- Enhancing personnel management IT, including creation of a paperless employee personnel file and digitalizing health benefits and retirement systems administration;
- Spreading effective practices among human resources specialists;
- Improving manager satisfaction with the quality of the human resources service provided; and
- Rebalancing relationships with Federal employee unions to ensure citizens' interests are kept front and center.

**CAP Goal 3: Developing a Workforce for the 21<sup>st</sup> Century.** The Administration has established a CAP Goal to drive sustainable progress in this area. The goal is to align and strategically manage the workforce to efficiently and effectively achieve the Federal government's mission. This will be accomplished by: actively managing the workforce (employee performance management and employee engagement); developing agile operations (reskilling and redeploying human capital resources); and, acquiring top talent (simple and strategic hiring).

The OPM, the Department of Defense (DOD), and OMB will lead this goal. The President's Management Council and Chief Human Capital Officers Council are responsible for coordinating their members for specific tasks. All agencies regardless of size will need to meet goals related to their workforce.

<sup>4</sup> Federal Employee Viewpoint Survey, 2017.

<sup>5</sup> Federal Employee Viewpoint Survey, 2017.



## Federal Employee Viewpoint Survey (FY16-FY17)

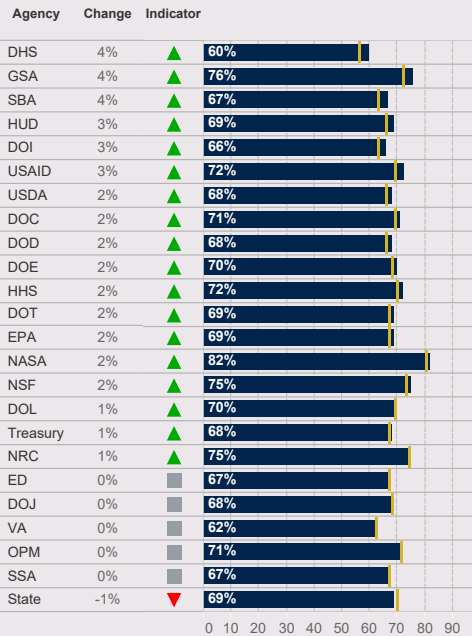
▲ Increase From Previous year ▼ Decrease From Previous year ■ No Change From Previous year

FY17

FY16

### Overall Employee Engagement Index

The Employee Engagement Index (EEI) is a measure of an agency's work environment — the conditions that lead to engagement. The index is made up of three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experience.

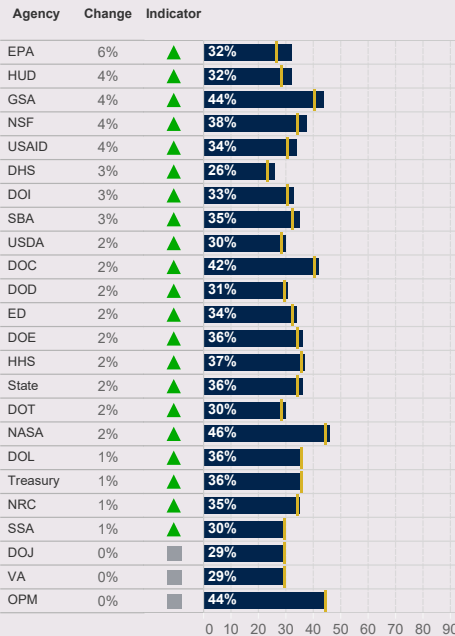


Government-Wide Average

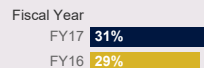


### Satisfaction with Dealing with Poor Performance

"In my work unit, steps are taken to deal with a poor performer who cannot or will not improve."

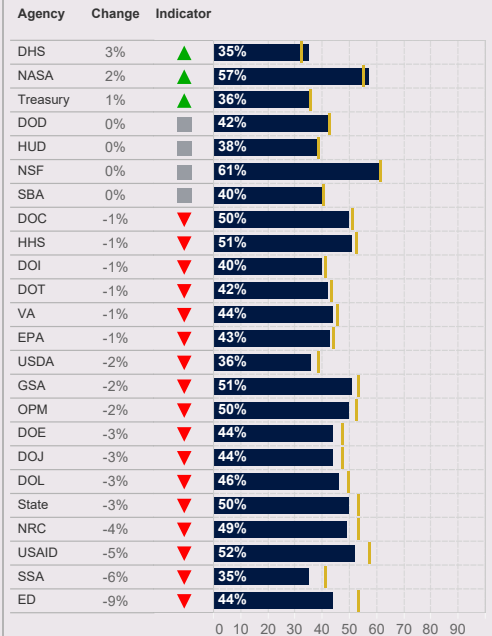


Government-Wide Average

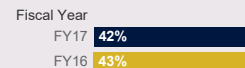


### Satisfaction with Hiring People with the Right Skills

"My work unit is able to recruit people with the right skills."



Government-Wide Average



**Note:** Satisfaction was measured on a 5-point satisfaction scale. The percentages shown on the bar charts above correspond to the number of respondents indicating they were "satisfied" or "very satisfied" with the associated statements divided by the total number of responses. The change in these graphs is calculated by taking the current year's percentage value minus the previous year's percentage value.



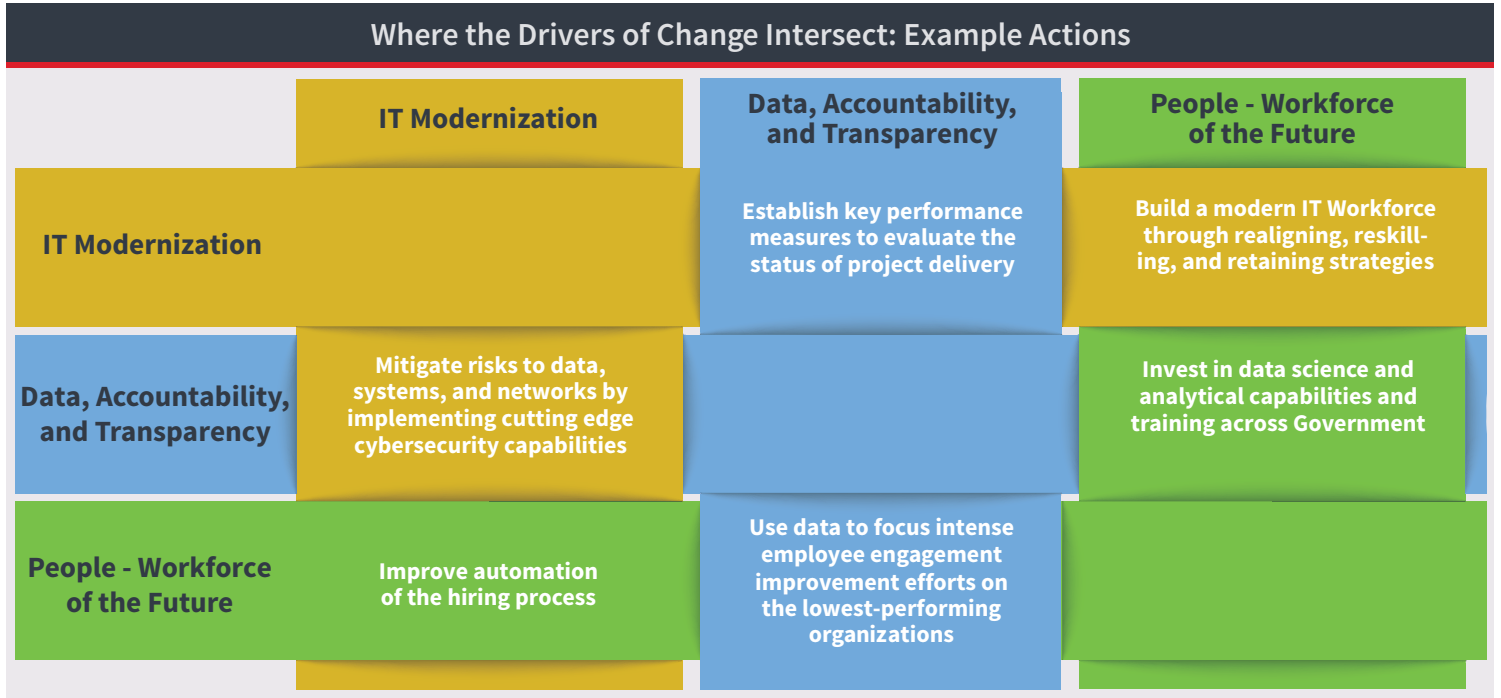
# WORKING ACROSS SILOS



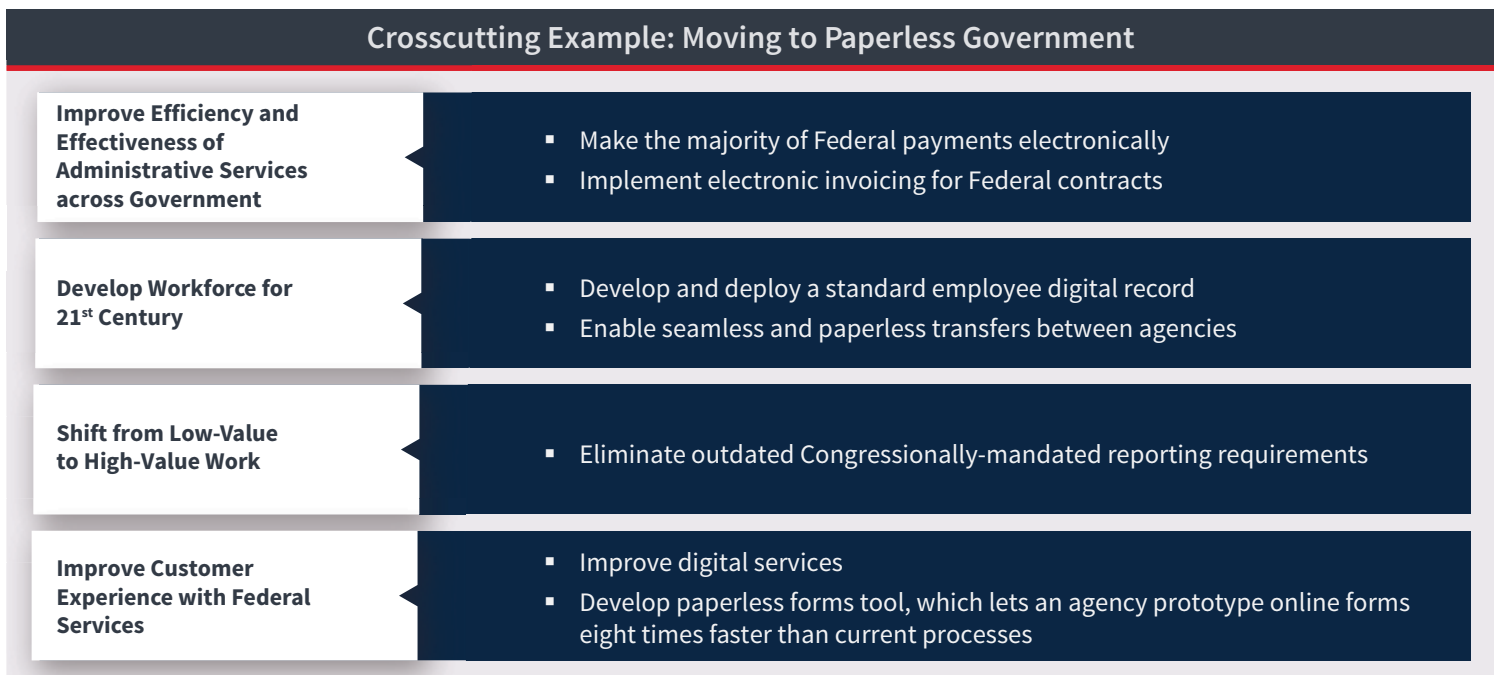


The Federal Government’s challenges have not arisen in isolation, and it cannot solve them through isolated efforts. This Administration will drive Government modernization by working across functional disciplines and across agencies, rather than working in silos. To really get traction on these complex and interconnected challenges, broader, system-level thinking is needed to tackle interconnected barriers to change.

While the strategies and goals presented as part of this agenda are discussed as distinct areas, actions are prioritized which are mutually reinforcing across multiple domains. Most notably, there are numerous actions being taken with overlap across the three key drivers of change, a few of which are highlighted below.



Taken together, many actions across the President’s Management Agenda priorities represent significant commitments toward a transformational long-term vision. For example, combined actions across multiple CAP Goals represent an historic commitment to moving toward a paperless Federal Government.





The President's Management Agenda is also interconnected with other ongoing activities that will help focus our efforts on mission, service, and stewardship. These include:

- **Government Reorganization:** Last March, the President issued a call for change in Executive Order 13781, "Comprehensive Plan for Reorganizing the Executive Branch," where he tasked OMB with providing a plan to reorganize the Executive Branch. The FY 2019 President's Budget provided a preview of this plan to the American people. Initial reform proposals include, for example:
  - Eliminating unnecessary political positions;
  - Using shared services to improve IT services and reduce procurement costs by leveraging the Government's economies of scale; and
  - Consolidating or realigning regional offices and personnel (for example, improving customer service at the DOI by shifting employees away from Washington, D.C., and closer to the citizens they serve).

Going forward, the Administration is undertaking specific reviews of important agency structures and activities to align with the goals of the President's Management Agenda. For example:

- Streamlining Federal statistical functions across multiple Federal agencies; and
- Minimizing duplication in and maximizing outcomes from Federal development finance activities across multiple Federal offices and agencies.

Moreover, the specific President's Management Agenda focus areas undoubtedly will highlight additional reorganization opportunities related to the drivers of IT modernization; data, accountability, and transparency; and the workforce. In the months ahead, the Administration plans to share additional reorganization proposals designed to refocus programs around current and future needs.

- **Mission CAP Goals:** The Administration is pursuing three CAP Goals focused on specific mission areas where agencies work closely together:

- Modernize Infrastructure Permitting;
- Security Clearance, Suitability, and Credentialing Reform; and
- Improve Transfers of Federally-Funded Technologies from Lab-to-Market.

Brief summaries of these CAP Goals are included in the next section of this document, and detailed Action Plans are posted at [www.performance.gov](http://www.performance.gov).

- **Regulatory Reform in 2018 and Beyond:** The Administration's *Unified Agenda of Regulatory and Deregulatory Actions and the Regulatory Plan*, which set forth the Administration's roadmap for a more limited, effective, and accountable regulatory policy, currently projects the elimination of approximately 448 regulations and the addition of only 131 new regulations. In 2018, Federal agencies are committed to cutting more than \$9.8 billion in lifetime regulatory costs. Across the Government, this Unified Agenda will drive substantial reductions in regulatory costs beyond what has already been accomplished. For additional information, please visit [www.reginfo.gov](http://www.reginfo.gov).
- **Agency Strategic and Annual Performance Plans:** Each major Federal agency published an updated strategic plan with the Budget, establishing strategic objectives for the Administration's first term and committing to agency priority goals for the next two years. These plans outline agency mission and management priorities and actions. A full list of agency performance plans is available at [www.performance.gov](http://www.performance.gov).



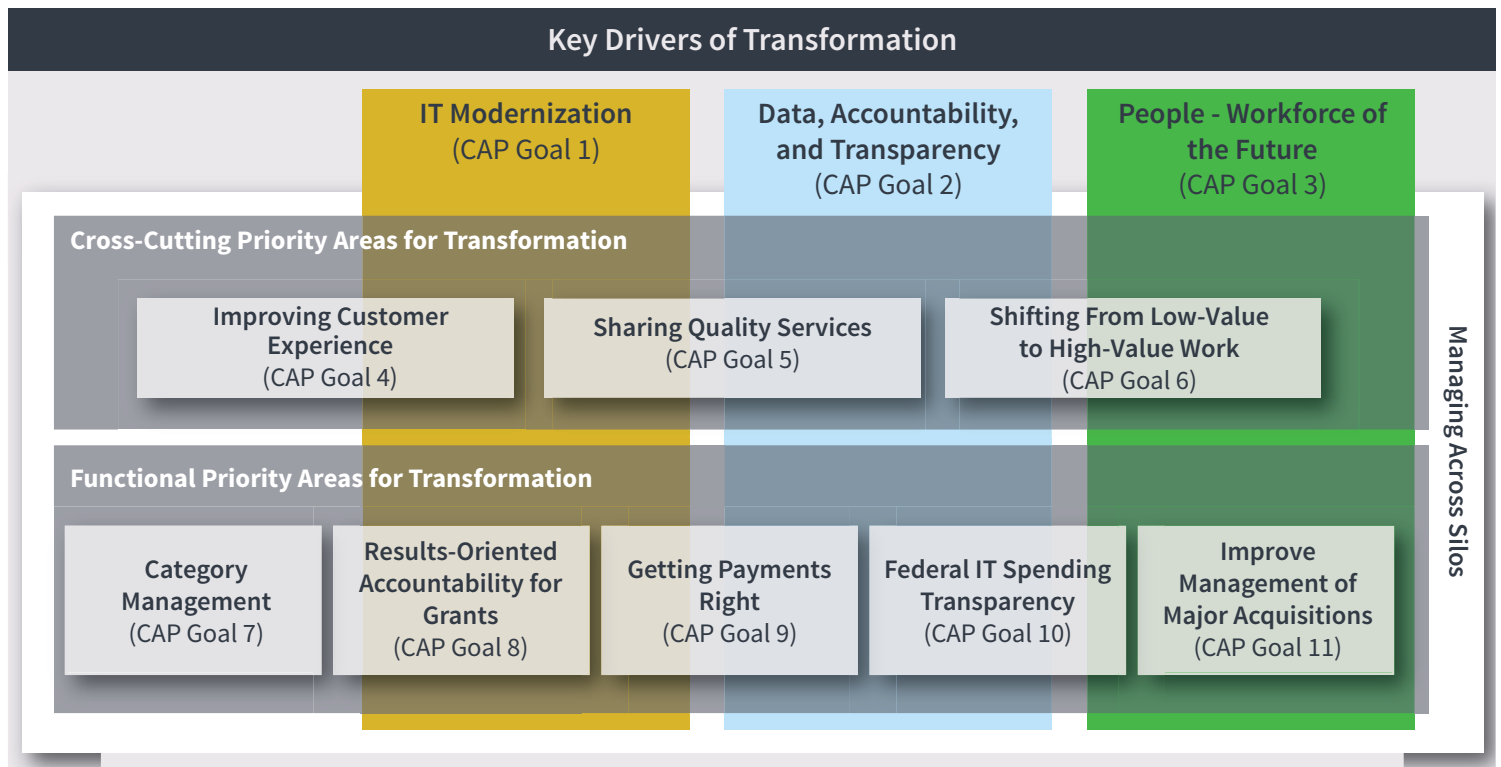
# **PRIORITY AREAS FOR TRANSFORMATION**



The three drivers of transformation—IT modernization; data, accountability, and transparency; and the workforce of the future—will push change that resonates across the Federal enterprise. As discussed above, the Administration has established a CAP Goal for each of these drivers to ensure public tracking and accountability. In addition, the Administration will simultaneously pursue change in other priority areas. These areas include both cross-cutting priorities that span agency management and operational domains and also functional priorities that target more specific areas such as financial management, acquisition, and others. In addition to the CAP Goals established for each of the three key drivers of transformation discussed previously, this section provides a brief summary of the additional CAP Goals being established to support these cross-cutting and functional priorities.

CAP Goals related to cross-cutting priorities are led by the President’s Management Council. CAP Goals related to functional priorities are led by other government-wide councils, such as the Chief Acquisition Officers Council, the Chief Financial Officers Council, and the Chief Information Officers Council. CAP Goals related to Mission Priorities are led by the Federal Permitting Improvement Steering Council (Permitting CAP Goal) and Security Clearance, Suitability, Credentialing Performance Accountability Council (Security Clearance CAP Goal).

Detailed action plans for each CAP Goal are also available on [www.performance.gov](http://www.performance.gov), where updates on progress will be posted each quarter. Each action plan explains the goal, the challenge that it addresses, the public officials responsible for progress, and specific milestones and/or metrics to measure success.



## CAP GOAL 4

### IMPROVING CUSTOMER EXPERIENCE WITH FEDERAL SERVICES

**Federal agencies will provide a modern, streamlined, and responsive customer experience across Government, comparable to leading private-sector organizations.**



#### THE CHALLENGE

Whether seeking a loan, Social Security benefits, veterans benefits, or other services provided by the Federal Government, individuals and businesses expect Government customer services to be efficient and intuitive, just like services from leading private-sector organizations. Yet the 2016 American Consumer Satisfaction Index and the 2017 Forrester Federal Customer Experience Index show that, on average, Government services lag nine percentage points behind the private sector.



#### THE GOAL

This goal will:

- Transform the customer experience by improving the usability and reliability of our Federal Government's most critical digital services;
- Create measurable improvements in customer satisfaction by using the principles and practices proven by leading private sector organizations;
- Increase trust in the Federal Government by improving the experience citizens and businesses have with Federal services whether online, in-person, or via phone; and
- Leverage technology to break down barriers and increase communication between Federal agencies and the citizens they serve.



#### THE STRATEGIES

Agencies will focus on four strategies:

- Improving digital services;
- Modernizing customer experiences for high-impact Federal programs;
- Rewarding programs and people that demonstrate outstanding service; and
- Creating a support and accountability network to ensure sustainable customer experience improvement across Government.



#### WHAT SUCCESS LOOKS LIKE

A modern, streamlined, and responsive customer experience means:

- Raising government-wide customer experience to the average of the private sector service industry, as measured by external organizations;
- Developing indicators for high-impact Federal programs to monitor progress towards excellent customer experience and mature digital services;
- Providing the structure and resources to ensure customer experience is a focal point for agency leadership; and
- Examples of programs where improved customer service will impact millions of Americans include Federal Student Aid, Airport Security Screening, National Parks, Veterans Health Care, Passport Services, Emergency and Disaster Relief, and Medicare.

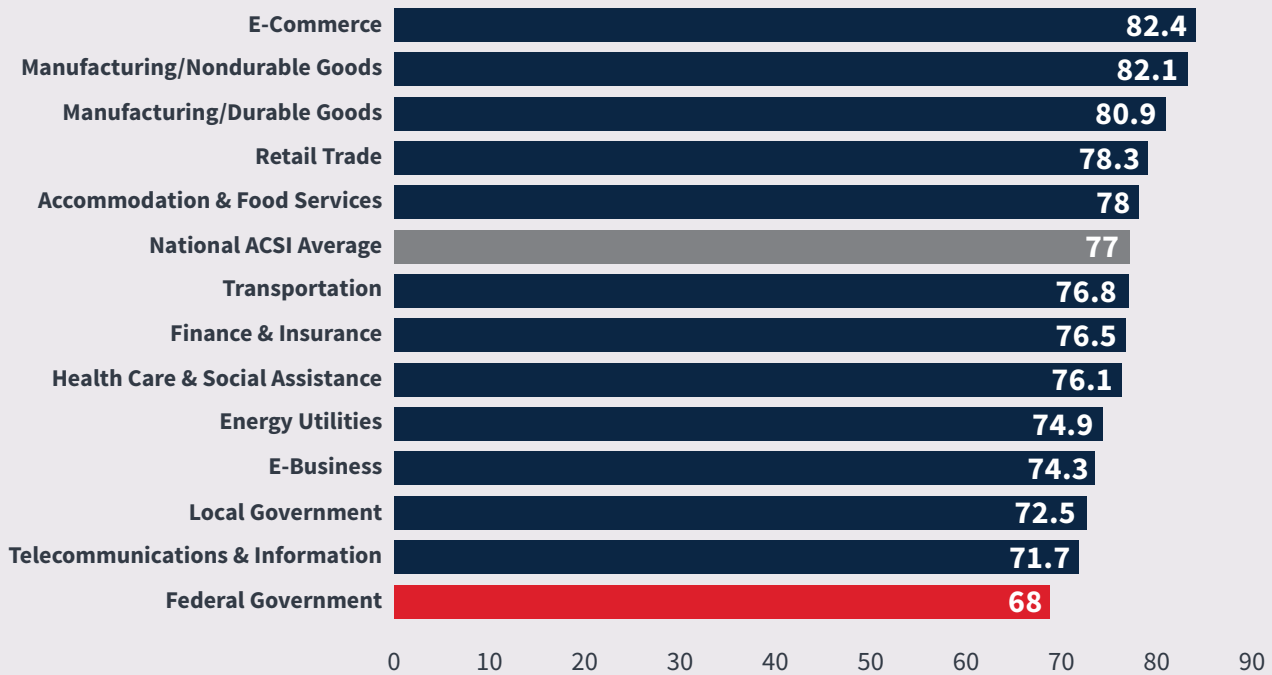


#### THE TEAM

The Department of Veterans Affairs and the Office of Management and Budget will lead this goal. Other participating agencies include the Departments of Agriculture, Commerce, Education, Health and Human Services, Housing and Urban Development, Interior, Labor, State, and Treasury as well as the General Services, Small Business, and Social Security Administrations and the Office of Personnel Management.



## 2016 American Customer Satisfaction Index (ACSI) Scores



## CAP GOAL 5

### SHARING QUALITY SERVICES

The Federal Government will establish a strategic government-wide framework for improving the effectiveness and efficiency of administrative services by 2020, leading to continual improvements in performance and operational cost savings of 20% annually at scale - or an estimated \$2 billion over the next 10 years.



#### THE CHALLENGE

Families economize by buying in volume or taking advantage of the sharing economy such as car or vacation rental sharing. Businesses, non-profits, and state governments have reduced costs and workload by streamlining administrative activities such as human resource transactions, financial management, grants management, contracts, and information technology support to reduce costs and increase efficiency. The Federal Government needs to do the same. For example, the Federal Government outspends the private sector when creating tax-filing paperwork (W-2s). Industry has used technology and innovation to reduce the cost to around \$80 while Government still spends an average of \$120. We need to close this gap.



#### THE STRATEGIES

Agencies will advance this goal by:

- Sharing purchases to reduce costs;
- Sharing modern technology and experts; and
- Creating a single location in Federal Government for certain core services.



#### WHAT SUCCESS LOOKS LIKE

Agencies will:

- Use benchmarks from high-performing private sector models to assess overall performance;
- Increase use of targeted solutions; and
- Measure satisfaction with those solutions to make sure they meet needs.



#### THE GOAL

This goal will:

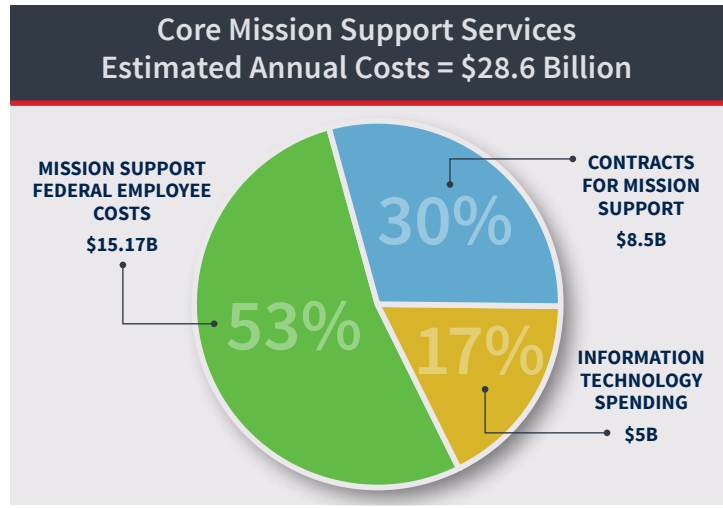
- Deliver technology and process improvements that will improve citizen services, such as:
  - Faster hiring so more border security officers can be hired and in place faster;
  - Expedited payments to small businesses so the economy can continue to grow and thrive; and
  - Simpler grants application processes so more grant resources are directed to results rather than duplicative compliance actions.
- Reduce taxpayer costs by closing the gap between the Federal Government's performance in administrative services and industry best in class; and
- Shift time, effort, and funding currently spent on administrative services to core missions in support of American citizens.



#### THE TEAM

General Services Administration and Office of Management and Budget will lead this goal. Agencies implementing key solutions for this goal include the General Services Administration, Departments of Defense and the Treasury, and Office of Personnel Management.





## Customer Satisfaction Scores

### Function Area Scores among 24 CFO Act Agencies

**SATISFACTION RESPONSE KEY**

1 STRONGLY DISAGREE 2 DISAGREE 3 SOMEWHAT DISAGREE 4 NEUTRAL 5 SOMEWHAT AGREE 6 AGREE 7 STRONGLY AGREE

	<b>Human Capital</b> I am satisfied with the quality of support and solutions I received from the Human Capital function during the last 12 months.	<b>Financial Management</b> I am satisfied with the quality of support and solutions I received from the Financial Management function during the last 12 months.	<b>Contracting</b> I am satisfied with the quality of support I received from the Contracting function during the last 12 months.	<b>Information Technology</b> I am satisfied with the quality of support and solutions I received from the Information Technology function during the last 12 months.
<b>Commerce</b>	3.84	4.62	4.41	5.28
<b>DHS</b>	4.26	4.83	4.61	4.98
<b>DOD</b>	4.38	5.22	4.63	4.61
<b>DOT</b>	4.52	5.09	4.75	5.26
<b>ED</b>	4.15	5.35	5.21	4.47
<b>Energy</b>	4.01	5.25	5.11	5.21
<b>EPA</b>	4.16	4.82	4.12	5.26
<b>GSA</b>	4.83	5.14	4.90	5.41
<b>HHS</b>	3.97	4.95	4.63	5.35
<b>HUD</b>	4.31	4.82	4.32	5.40
<b>Interior</b>	4.54	5.06	4.63	5.23
<b>Justice</b>	4.66	5.22	4.98	5.27
<b>Labor</b>	4.69	5.06	4.72	5.15
<b>NASA</b>	5.34	5.66	5.67	5.30
<b>NRC</b>	5.13	5.17	5.29	5.43
<b>NSF</b>	5.61	5.48	5.57	5.81
<b>OPM</b>	5.09	4.70	4.35	3.99
<b>SBA</b>	4.39	4.68	4.76	4.64
<b>SSA</b>	5.08	5.40	5.13	5.39
<b>State</b>	4.68	5.26	4.76	5.17
<b>Treasury</b>	4.95	5.19	4.86	5.08
<b>USAID</b>	4.16	5.78	5.50	5.89
<b>USDA</b>	4.16	4.89	4.70	5.25
<b>VA</b>	3.87	4.82	3.96	5.17
	Median: 4.46	Median: 5.11	Median: 4.75	Median: 5.26

**Customer Satisfaction Survey (CSS):** In early 2017, GSA surveyed all senior supervisory employees (GS-13 to GS-15 supervisors, SES and equivalents) at 23 of the 24 CFO Act agencies, asking about their satisfaction with mission-support services across the previous 12 months. Collectively, the 43,000+ responses provide a detailed picture of satisfaction with 18 service areas within Contracting, Financial Management, Human Capital, and IT services. An additional 250,000+ responses were gathered from non-supervisory employees on their satisfaction with IT services. Please note that at DOD, the survey was deployed only to senior supervisory employees. Also note: USAID conducted their survey separately and results were incorporated into CSS results where applicable.





## CAP GOAL 6

### SHIFTING FROM LOW-VALUE TO HIGH-VALUE WORK

**Federal agencies will shift time, effort, and funding currently spent performing repetitive administrative tasks and complying with unnecessary and obsolete policies, guidance, and reporting requirements, toward accomplishing mission outcomes, with the objective of achieving no new net burden annually.**



#### THE CHALLENGE

Too often, requirements persist over time despite changes to the circumstances they were intended to address. Hundreds of burdensome rules and requirements have built up over decades, forcing Federal agencies to devote valuable resources to compliance that is no longer meaningful. Time, energy, and dollars spent complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.



#### THE STRATEGIES

- Central-management offices will evaluate existing management guidance to rescind or modify unnecessary, outdated, or duplicative requirements;
- Office of Management and Budget will develop a methodology to evaluate the burden of new guidance and requirements before central-management offices impose them on Federal agencies; and
- Agencies will set targets to evaluate and reduce the burden of their own administrative requirements, regulations, and internal reporting obligations.



#### THE GOAL

This goal will:

- Eliminate low-value, unnecessary, and outdated policies and requirements issued by central-management agencies like the Office of Management and Budget, the Office of Personnel Management, and the General Services Administration;
- Develop a process to assess and minimize the burden of such guidance on Federal agencies;
- Create incentives for Federal agencies to regularly review and streamline their own administrative requirements that impose burdens on their bureaus and programs; and
- Reduce burden through tools like integrated IT and automation software.



#### WHAT SUCCESS LOOKS LIKE

**A Federal Government that shifts time, effort, and funding from burdensome requirements to high value work will:**

- Improve the return on investment of central-management guidance to Federal agencies;
- Reduce compliance requirements for Federal agencies;
- Work with Congress to eliminate outdated legislative reporting requirements for Federal agencies; and
- Reduce unnecessary costs and compliance requirements within individual agencies.



#### THE TEAM

The Department of Housing and Urban Development and the Office of Management and Budget will lead this goal. The Office of Personnel Management and the General Services Administration will also participate as central-management agencies. Other Federal partners include the Councils of Chief Financial Officers, Chief Information Officers, and Chief Acquisition Officers.



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Together, the Office of Management and Budget and Federal agencies recently proposed that **Congress free up tens of thousands of hours** that Federal personnel spend annually on meaningless compliance—**time better spent pursuing mission outcomes**—by eliminating or modifying 407 time-consuming plans and reports that are outdated or duplicative. The list of proposals appears in the FY 2019 President’s Budget and is available at [www.performance.gov](http://www.performance.gov)

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In June of 2017, **the Office of Management and Budget lifted 59 redundant, obsolete or unnecessary requirements** that it had previously issued for all Federal agencies. With the release of the President’s Management Agenda this year, the Office of Management and Budget will rescind an additional tranche of unnecessary requirements. These changes to guidance in areas like IT Security, Procurement Processes, and Financial Management, will remove unnecessary confusion and ensure that Federal agencies continue to efficiently implement the most current guidance. The Office of Management and Budget **continues to identify** existing guidance that should be rescinded or modified, to free agency resources for the pursuit of mission outcomes.

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## CAP GOAL 7

### CATEGORY MANAGEMENT – LEVERAGING COMMON CONTRACTS AND BEST PRACTICES TO DRIVE SAVINGS AND EFFICIENCIES

The Federal Government will leverage common contracts and best practices to drive savings and efficiencies.



#### THE CHALLENGE

The Federal Government spends over \$300 billion<sup>6</sup> on common goods and services every year. However, because 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%<sup>7</sup>—for the same items.



#### THE GOAL

Federal agencies will leverage common contracts, meaning that they share in contracts that get the best value for taxpayers, in order to buy common goods and services as an enterprise. This approach will eliminate redundancies, increase efficiency, and deliver more value and savings from Federal acquisition programs.

By the end of FY 2020, the Government will achieve \$18 billion in savings for taxpayers by applying category management principals—or smart decision-making where agencies buy the same kinds of goods and services through best value contract solutions—to 60% of common spend.<sup>8</sup> In addition, the Government will reduce duplicative contracts by 50,000, potentially reducing administrative costs by hundreds of millions of dollars.



#### THE STRATEGIES

Agencies will implement four key actions:

- Establish annual goals to leverage common contract solutions while meeting small business and other statutory socio-economic goals;
- Develop effective vendor management strategies to improve communication with vendors, especially those that support mission-critical functions;
- Implement best practices to eliminate inefficient purchasing and consumption behaviors; and
- Share transactional data across the Federal Government, including prices paid, terms and conditions, and other important factors that can differentiate quality and value of products and services.



#### WHAT SUCCESS LOOKS LIKE

Success means the Government will not only save taxpayer dollars but will improve mission outcomes. For example, this work will allow:

- Our law enforcement personnel to ensure their safety through easy access to equipment such as ammunition and body armor;
- Medical professionals to save time and focus more on patients by ordering pharmaceuticals through electronic catalogues; and
- Agencies to more easily prioritize modernizing the Government's IT infrastructure, to include efforts such as buying standardized computers.

The goal will be evaluated using industry best practice metrics, including savings, spend through common contract solutions, reduction of duplicative contracts, small business utilization and training the workforce.

6 Based on the Federal Procurement Data System.

7 Ibid.

8 Savings and cost avoidance for category management is measured from increased use of Best In Class solutions (BIC), which on average produce 10-15% savings. Details on each solution's savings method can be found on the Acquisition Gateway at <https://hallways.cap.gsa.gov/app/#/gateway/acquisition-gateway/6606/government-wide-category-management-key-performance-indicators>.

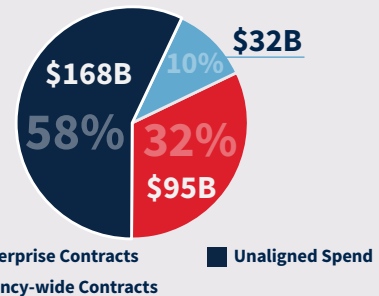


## THE TEAM

The Department of Defense and the Office of Management and Budget will lead this goal. The governance body includes the Departments of Defense, Veterans Affairs, Energy, Health and Human Services, and Homeland Security as well as the National Aeronautics and Space Administration and General Services Administration.

## State of Spending for Common Requirements FY 2017 (Total - \$303 Billion)

Currently, the Federal Government applies category management principles to roughly **42%** of its spending on common goods and services through common contracts at the agency or government-wide enterprise level, according to the Federal Procurement Data System. **By the end of FY 2020, the Federal Government will increase this proportion to 70%.**



## Category Management (FY 2016 - FY 2017)

▲ Increase    ■ No Change    ▼ Reduction

■ FY2017    ■ FY2016

### Spend Under Management (SUM)

**Definition:** Spend (in millions of dollars) on contracts that meet defined criteria for management maturity and data sharing. SUM is defined by a tiered maturity model, which includes three tiers that address five attributes: leadership, strategy, data, tools, and metrics.

Agency	Indicator	Change	FY2017	FY2016
DOE	▼	-\$1,654M	\$21,053M	
DOD	▲	\$1,124M	\$17,147M	
VA	▲	\$1,311M	\$16,754M	
DLA	▼	-\$2,748M	\$11,150M	
ARMY	▲	\$282M	\$7,783M	
NAVY	▼	-\$721M	\$7,146M	
DHS	▲	\$184M	\$6,191M	
USAF	▼	-\$677M	\$6,013M	
HHS	▼	-\$6M	\$5,030M	
NASA	▼	-\$119M	\$3,172M	
DOJ	▼	-\$12M	\$2,748M	
AID	▼	-\$41M	\$2,697M	
TREASURY	▼	-\$701M	\$2,213M	
GSA	▼	-\$146M	\$2,022M	
ED	▼	-\$72M	\$1,912M	
STATE	▲	\$29M	\$1,555M	
DOC	▼	-\$89M	\$1,273M	
DOT	▼	-\$239M	\$1,140M	
USDA	▼	-\$50M	\$1,108M	
SSA	▲	\$39M	\$835M	
DOI	▼	-\$11M	\$708M	
DOL	▲	\$24M	\$510M	
EPA	▲	\$41M	\$428M	
OPM	▲	\$39M	\$400M	
HUD	▲	\$66M	\$257M	
NSF	▲	\$5M		
SBA	▼	-\$1M		
NRC	▲	\$6M		

### Best In Class (BIC)

**Definition:** Best in Class is a designation by the Office of Management and Budget (OMB) for a preferred government-wide solution that: Allows acquisition experts to take advantage of pre-vetted, government-wide contract solutions; Supports a government-wide migration to solutions that are mature and market-proven; Assists in the optimization of spend, within the government-wide category management framework; and increases the transactional data available for agency level and government-wide analysis of buying behavior. BIC is calculated as a percentage of total spend addressable to BIC solutions (BIC spend divided by total addressable BIC spend).

Agency	Indicator	Change	FY2017	FY2016
GSA	▲	40.27%	65.72%	
OPM	▲	12.02%	61.33%	
EPA	▲	13.62%	51.08%	
NSF	▲	6.95%	47.27%	
USAF	▲	10.59%	44.32%	
STATE	▲	0.71%	43.95%	
DOI	▲	10.17%	42.86%	
SSA	▲	3.77%	37.27%	
ARMY	▲	3.41%	37.08%	
USDA	▼	-2.64%	35.60%	
DOJ	▲	9.59%	32.93%	
SBA	▲	0.54%	29.88%	
HUD	▲	2.16%	29.51%	
NRC	▲	5.92%	27.95%	
DOC	▲	5.10%	27.45%	
DOL	▲	7.31%	26.29%	
TREASURY	▲	4.67%	25.14%	
DHS	▲	0.42%	22.03%	
HHS	▲	1.25%	17.63%	
NAVY	▲	5.26%	15.01%	
DOD	■	0.00%	11.19%	
VA	▲	0.80%	8.80%	
DOT	▲	0.89%	6.16%	
AID	▲	0.66%	4.63%	
NASA	▲	0.67%	3.70%	
DLA	▼	-0.59%	3.36%	
ED	▼	-0.07%	2.29%	
DOE	▲	0.17%	1.29%	



## CAP GOAL 8

### RESULTS-ORIENTED ACCOUNTABILITY FOR GRANTS

**Federal agencies will 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.**



#### THE CHALLENGE

Approximately \$700 billion is invested annually through more than 1,800 diverse Federal grant programs listed on [CFDA.gov](https://www.cfd.gov).<sup>9</sup> These funds support activities that touch every American, such as medical research, education, transportation infrastructure, workforce initiatives, economic development, and services for veterans.

However, grant managers—including those that administer funds from inside the Federal Government and those from external organizations that receive Federal funds—report spending 40% of their time using antiquated processes to monitor compliance instead of data and analytics to monitor results.<sup>10</sup> The organizations that receive Federal grant funds—from states, localities, and tribes to schools to non-profits—report that this current management framework is overly burdensome and takes away from the missions they are working to deliver. For instance principal investigators of research grants estimate that they spend, on average, 42% of their time meeting requirements<sup>11</sup>—including those associated with pre- and post-award administration and preparation of proposals and reports—rather than conducting active research.



#### THE GOAL

This goal will:

- Rebalance compliance efforts with a focus on results for the American taxpayer;
- Standardize grant reporting data and improve data collection in ways that will increase efficiency, promote evaluation, reduce reporting burden, and benefit the American taxpayer;
- Measure progress and share lessons learned and best practices to inform future efforts; and
- Support innovation to achieve results.



#### THE STRATEGIES

**Agencies will focus on three strategies:**

- Standardize data;
- Develop digital tools to manage risk, such as a grantee's past performance and financial management; and
- Implement a maturity model to encourage agencies to structure grant programs that best balance program results and financial management as important aspects of stewarding tax dollars.



#### WHAT SUCCESS LOOKS LIKE

Agencies will be able to articulate clearly the goals of grant programs and the results of Federal investments. Recipients and agencies spend less time on administrative compliance and more effort is put into achieving and reporting program results.



#### THE TEAM

The Department of Health and Human Services, the Department of Education, and the Office of Management and Budget will lead this goal. Other participating agencies will include major grant making agencies with additional support provided by the General Services Administration.

9 Analytical Perspectives, Budget of the United States Government, Fiscal Year 2019, ch. 14. Available at <https://www.gpo.gov/fdsys/pkg/BUDGET-2019-PER/pdf/BUDGET-2019-PER.pdf>.

10 The George Washington University, the National Grants Management Association and REI Systems. 2017 Annual Grants Management Survey. <https://www.reisystems.com/rei-in-govexec-how-agencies-can-improve-grant-management/>

11 GAO report, GAO-16-573, Federal Research Grants, Opportunities Remain for Agencies to Streamline Administrative Requirements: <https://www.gao.gov/assets/680/677949.pdf>



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## Why Does Results-Oriented Accountability for Grants Matter?

Federal grant funding supports activities that touch every American, such as medical research, education, transportation infrastructure, homeland security, workforce initiatives, and services for veterans. The organizations that receive and implement these funds—including state and local governments, non-profits, and educational institutions—report that they are much better positioned to achieve program results for the American taxpayer when **(1)** we use technology to reduce reporting redundancies; **(2)** they can collect and report meaningful information based on clear objectives and goals; and **(3)** the system rewards organizations that are best at achieving meaningful results over compliance.

Moreover, the **Federal Government collaborated with over 500 participants** from the grantee community to pilot new ways of standardizing, collecting, and sharing data from grantees (known as the DATA Act Section 5 Pilot). Results from that pilot demonstrate that these efforts successfully reduce burden on grantees, allowing them to focus on using grant funds to get results.

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## CAP GOAL 9

### GETTING PAYMENTS RIGHT

**Federal agencies will save taxpayer money by making payments correctly and collecting money back from incorrect payments.**



#### THE CHALLENGE

While all improper payments can compromise citizens' trust in Government, only a portion stem from fraud or lead to actual loss of taxpayer dollars. In addition to the incorrect payments themselves, improper payments also impose costs associated with fixing mistakes and recovering funds. Historically, the Federal Government has focused on improper payments broadly, including process errors that do not affect money paid, rather than strategically targeting monetary loss to taxpayers.



#### WHAT SUCCESS LOOKS LIKE

The Federal Government will:

- Reduce the annual amount of cash lost to the taxpayer;
- Reduce burden on agencies to help focus their efforts strategically; and
- Increase collaboration with states to further reduce cash lost.



#### THE GOAL

This goal will:

- Reduce the amount of cash lost to the taxpayer through incorrect payments;
- Clarify and streamline reporting and compliance requirements to focus on actions that make a difference; and
- Partner with states to address improper payments in programs that they administer using Federal funds.



#### THE TEAM

The Department of the Treasury, the Department of Health and Human Services, and the Office of Management and Budget will lead this goal. Other participating agencies include the Departments of Agriculture, Defense, Education, Transportation, Housing and Urban Development, Veterans Affairs, as well as the Social Security Administration, the Federal Communications Commission, and the Office of Personnel Management.



#### THE STRATEGIES

The Federal Government will streamline requirements and clarify guidance for improper payment reporting and compliance to allow agencies to focus on making payments correctly, helping agencies to:

- Focus their work more strategically on improper payments by identifying cash lost and changes needed to make payments correctly the first time; and
- Establish stronger partnerships with the states that will prevent and reduce incorrect payments in programs that states administer using Federal funds.

According to an audit by the US Department of Veterans Affairs Office of Inspector General, more than one in three of the 90 disability claims they reviewed in 2014 were incorrectly processed. Veterans who receive underpayments may never know they were owed more. Veterans who receive over payments often get an unexpected bill when the US Department of Veterans Affairs fixes the mistake. One veteran with multiple disabilities lost **\$19,154** over a period of nearly four years because of an administrative error. In four cases involving over payments, the US Department of Veterans Affairs overpaid veterans totaling **\$139,052**.





## CAP GOAL 10

### IMPROVING OUTCOMES THROUGH FEDERAL IT SPENDING TRANSPARENCY

**The Federal Government will 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 mission value and improve customer experience through technology.**



#### THE CHALLENGE

The Federal Government spends at least \$90 billion annually on IT, and Federal executives have long known they could better manage that spending with increased visibility and more accurate data. Congress and taxpayers have pressed for better information about how Federal IT dollars are spent and the return on that investment. The FY 2018 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 investments and show the public whether Government is spending taxpayer dollars effectively in order to drive the large scale change needed to improve business transformation and citizen services. In the spring of 2017, Office of Management and Budget guidance called on agencies to begin adopting elements of the Technology Business Management framework - an open source standard for IT costs. This will provide more granularity in IT spend based upon a taxonomy broadly accepted across both private and public sector organizations.



#### THE STRATEGIES

Agencies will focus on three strategies:

- Increasing granularity in current IT budget and spend reporting through the Federal IT Dashboard;
- Develop government-wide implementation guidelines and enabling mechanisms; and
- Adopt and implement Technology Business Management across the Federal enterprise.



#### WHAT SUCCESS LOOKS LIKE

The TBM Framework will enable the Federal Government to:

- Run IT like a business;
- Drive innovation and business transformation;
- Improve services to citizens;
- Add cost transparency; and
- Increase accountability to taxpayers.



#### THE GOAL

This goal will:

- Improve business, financial, and acquisition outcomes;
- Enable Federal executives to make data-driven decisions and analyze trade-offs between cost, quality, and value of IT investments;
- Reduce agency burden for reporting IT budget, spend, and performance data by automating the use of authoritative data sources; and
- Enable IT benchmarking across Federal Government agencies and with other public and private sector organizations.



#### THE TEAM

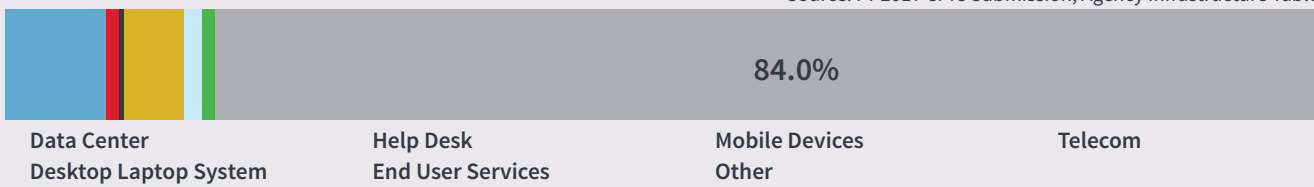
The Office of Management and Budget will lead this goal with the General Services Administration's Office of Government-Wide Policy team and with Executive Councils. Agency specific implementation will require resources from across the executive suite for all agencies.



Early use of TBM quadrupled the percentage of IT spending that could be clearly tracked to a specific cost category.

**FY16 Projected IT Spend**

Source: FY 2017 CPIC Submission, Agency Infrastructure Table



**Reported FY17 IT Spend**

Source: FY 2019 CPIC Submission\*, Agency IT Portfolio



\* Department of Defense IT Spending not included





## CAP GOAL 11

### IMPROVE MANAGEMENT OF MAJOR ACQUISITIONS

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



#### THE CHALLENGE

Major acquisitions—which vary in size by agency but often exceed \$50 million—account for approximately one-third of annual Federal spend on contracts. These large contracts frequently support projects meant to transform areas of critical need. Yet major acquisitions often fail to achieve their goals because many Federal managers lack the program management and acquisition skills required to successfully manage and integrate large and complex acquisitions into their projects. These shortcomings are compounded by complex acquisition rules that reward compliance over creativity and results.



#### THE STRATEGIES

Agencies will pursue three strategies:

- Strengthen program management capabilities in the acquisition workforce;
- Use modern and innovative acquisition flexibilities; and
- Track investments using portfolio, program, and project management principles.

Agencies will also develop use cases demonstrating how achieving their transformational goals impact the public as a result of well managed major acquisitions.



#### THE GOAL

Every CFO Act<sup>12</sup> agency will successfully achieve at least two transformational program goals over the coming year through well-managed major acquisitions supporting a transformative critical or high-risk mission priority.



#### WHAT SUCCESS LOOKS LIKE

Agencies and their contractors will successfully meet taxpayer expectations and performance goals on key transformational projects across the Government—from upgrading hospitals to better meet veterans' needs to integrating technology into conducting a modern and efficient census to achieving IT modernization needs for a 21<sup>st</sup> Century Government.



#### THE TEAM

The Office of Management and Budget and the Department of Commerce will lead this goal with 23 other participating agencies. The Office of Management and Budget will work with several of these agencies to pilot a program management dashboard prior to broader implementation across Government.

<sup>12</sup> To the extent practicable, independent agencies are encouraged to participate.



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A key priority of the United States Citizenship and Immigration Services (USCIS) is to modernize E-Verify, which is part of the Verification Information System (VIS) used by more than 600,000 companies nationwide to validate employment eligibility to work in the U.S. Specific modernization goals include **enhanced data analytics, decreased enrollment time, and improved timeliness of data collection and quality.**

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To achieve these goals, USCIS used an **innovative two-step acquisition strategy**, supported by a certified professional trained in IT acquisition through an experiential program sponsored by the Office of Management and Budget's US Digital Service and the Office of Federal Procurement Policy. First, USCIS entered a joint venture partnership with Commerce's National Technology Information Service to find a suitable contractor to help develop and prototype a new customer service portal supported in the cloud. Following **successful testing, USCIS then leveraged common-sense acquisition strategies** to simplify and accelerate the competition for follow-on scaling of the portal, such as limiting proposal length from bidders, identifying the estimated contract price range in the solicitation, and conducting a one-day technical demo for bidders to prove their capabilities.

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These efforts produced timely and quality results, capped by the award of a multimillion dollar contract in just four months after successful testing—half the time projected by the program office—and the subsequent launch of myUSCIS, [my.uscis.gov](https://my.uscis.gov). According to the Office of Management and Budget's IT Dashboard, which helps agency program managers track performance against project goals, the contract has helped VIS meet key quality and efficiency performance targets, including reduced data inaccuracies. This site is also helping users decrease case status processing time by **30%** and employer enrollment time by more than **45%**. In 2017, myUSCIS was nominated by satisfied USCIS customers and won the American Council for Technology-Industry Advisory Council (ACT-IAC) Igniting Innovation Overall Award, which recognizes transformative Government and industry solutions to critical taxpayer problems.

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## CAP GOAL 12

### MODERNIZE INFRASTRUCTURE PERMITTING

**The Federal Government will reduce the time to process environmental reviews and authorization decisions for new major infrastructure projects to an average of two years, providing consistent, coordinated, and predictable Federal environmental reviews and authorization processes.**



#### THE 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.



#### THE GOAL

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.



#### THE STRATEGIES

Agencies will advance this goal by:

- Standardizing interagency coordination;
- Improving predictability and transparency;
- Increasing agency accountability; and
- Identifying and implementing best practices.



#### WHAT SUCCESS LOOKS LIKE

This goal will:

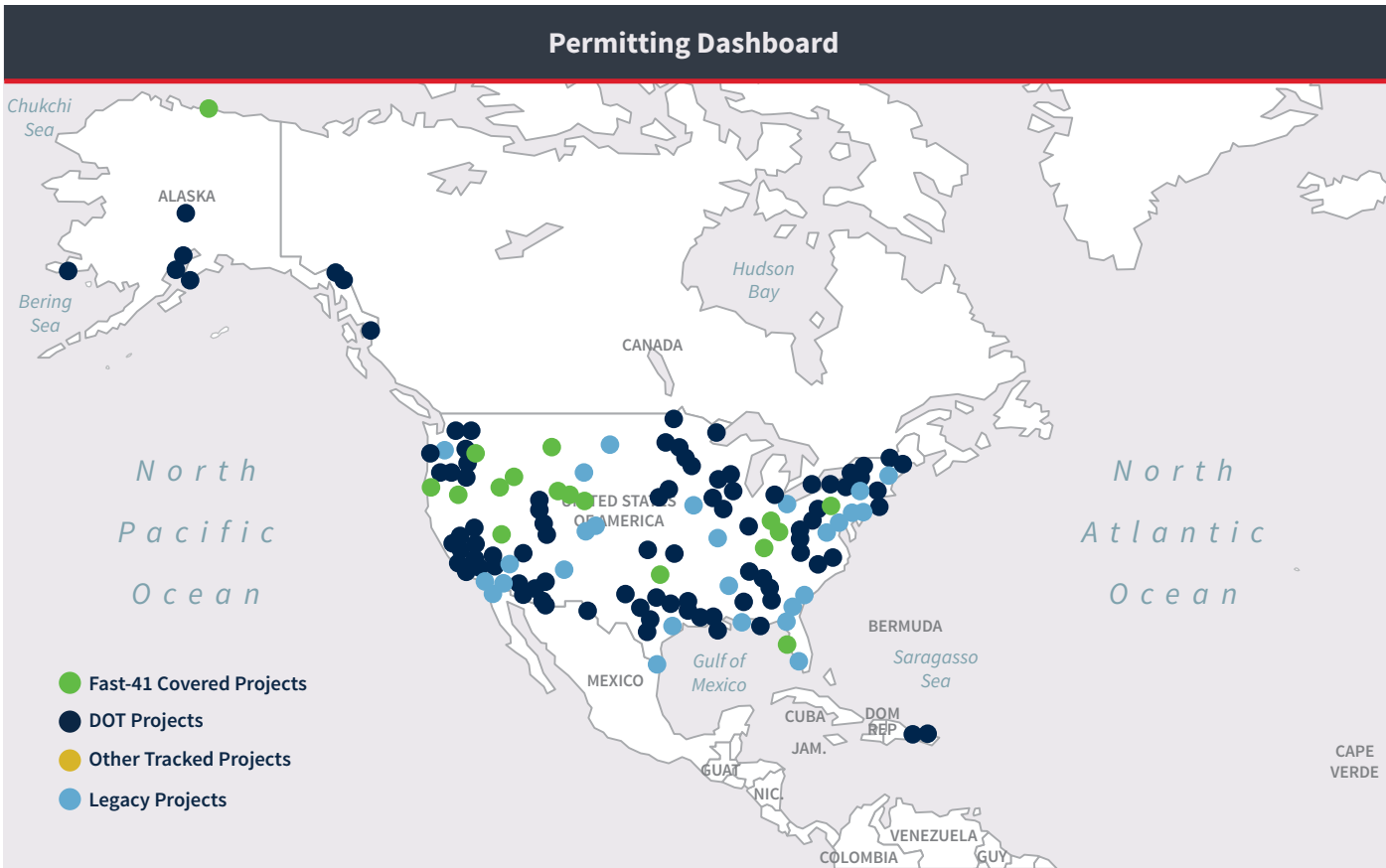
- Reduce time and cost to complete environmental reviews and authorizations for new major infrastructure projects;
- Increase predictability and transparency for project investors and stakeholders; and
- Result in agencies implementing clear time-tables, consistent processes to make decisions, and best practices.

A public dashboard tracks individual projects at [www.permits.performance.gov](http://www.permits.performance.gov).



#### THE TEAM

Goal leadership will come from the Federal Permitting Improvement Steering Council in conjunction with the Office of Management and Budget and the Council on Environmental Quality. Participating agencies include the Advisory Council on Historic Preservation; the Departments of Agriculture, Commerce, Defense, Energy, Homeland Security, Housing and Urban Development, Interior, and Transportation; the Morris K. Udall and Stewart L. Udall Foundation; the Environmental Protection Agency; the Federal Energy Regulatory Commission; the Nuclear Regulatory Commission; and the General Services Administration.



The Permitting Dashboard offers a tool for project developers, interested members of the public, and Federal agencies to track the Federal Government’s environmental review and authorization processes for large or complex infrastructure projects, part of a government-wide effort to improve coordination, transparency, and accountability.



## CAP GOAL 13

### SECURITY CLEARANCE, SUITABILITY, AND CREDENTIALING REFORM

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



#### THE CHALLENGE

The Government's existing framework for establishing trust in the Federal civilian, military, and contracted workforce has struggled to onboard needed personnel efficiently and effectively, and to determine whether those workers can be consistently trusted to perform their duties and not to cause harm to people, property, systems, and information.



#### THE GOAL

The Federal Government will advance this goal through four work streams:

- **Trusted workforce.** Instill a sense of shared responsibility by enabling a trusted workforce through consistent reporting requirements, awareness, and strengthened partnerships with other mission areas and industry;
- **Modern clearance process.** Transform the Government's approach at a fundamental level, revamping the policy framework and process to a more effective and efficient model that leverages the latest innovative technologies;
- **Secure, modern, and mission-capable information technology.** Rebuild the end-to-end information technology to accelerate the implementation of new policies and processes and to improve the cyber security posture of the enterprise; and
- **Continuous performance improvement.** Use outcome-based metrics, research and innovation, and an institutionalized Executive branch-wide model to continuously evaluate and improve policies and processes.



#### WHAT SUCCESS LOOKS LIKE

A Federal workforce that reliably protects Federal Government people, property, systems, and information through an enhanced risk management framework, which features:

- 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; and
- Strong partnership with Federal Insider Threat programs to identify, deter, and mitigate problems before they negatively impact the workforce or national security.



#### THE TEAM

Leadership will come from the Security Clearance, Suitability, and Credentialing Performance Accountability Council (PAC) Principal agencies, which include the Office of Management and Budget, the Office of the Director of National Intelligence, the Office of Personnel Management, and the Department of Defense. The PAC<sup>13</sup> is responsible for driving government-wide implementation of security, suitability, and credentialing reform.

13 PAC members are the Office of Management and Budget, the Office of the Director of National Intelligence, the Office of Personnel Management, the Department of Defense; the Departments of State, Treasury, Justice, Energy, and Homeland Security; the Federal Bureau of Investigation, the General Services Administration, the National Archives and Records Administration, the National Security Council, and the National Background Investigations Bureau.



## CAP GOAL 14

### IMPROVE TRANSFER OF FEDERALLY-FUNDED TECHNOLOGIES FROM LAB-TO-MARKET

**Improve the transfer of technology from federally funded research and development to the private sector to promote U.S. economic growth and national security.**



#### THE CHALLENGE

The Federal Government invests approximately \$150 billion annually<sup>14</sup> in research and development (R&D) conducted at Federal laboratories, universities, and other research organizations. For America to maintain its position as the leader in global innovation, bring products to market more quickly, grow the economy, and maintain a strong national security innovation base, it is essential to optimize technology transfer and support programs to increase the return on investment (ROI) from federally funded R&D.



#### THE STRATEGIES

Agencies will focus on five strategies: (1) identify regulatory impediments and administrative improvements in Federal technology transfer policies and practices; (2) increase engagement with private sector technology development experts and investors; (3) build a more entrepreneurial R&D workforce; (4) support innovative tools and services for technology transfer; and (5) improve understanding of global science and technology trends and benchmarks.



#### THE GOAL

This goal will:

- Improve the transition of federally funded innovations from the laboratory to the marketplace by reducing the administrative and regulatory burdens for technology transfer and increasing private sector investment in later-stage R&D;
- Develop and implement more effective partnering models and technology transfer mechanisms for Federal agencies; and
- Enhance the effectiveness of technology transfer by improving the methods for evaluating the ROI and economic and national security impacts of federally funded R&D, and using that information to focus efforts on approaches proven to work.



#### WHAT SUCCESS LOOKS LIKE

Agencies will develop and implement stakeholder-informed action plans which may include improved Federal practices and policies, regulatory reform, and legislative proposals; increase interactions with private sector experts; identify, share, and adopt best practices for technology transfer; and increase the transfer of federally funded innovations from lab to market.



#### THE TEAM

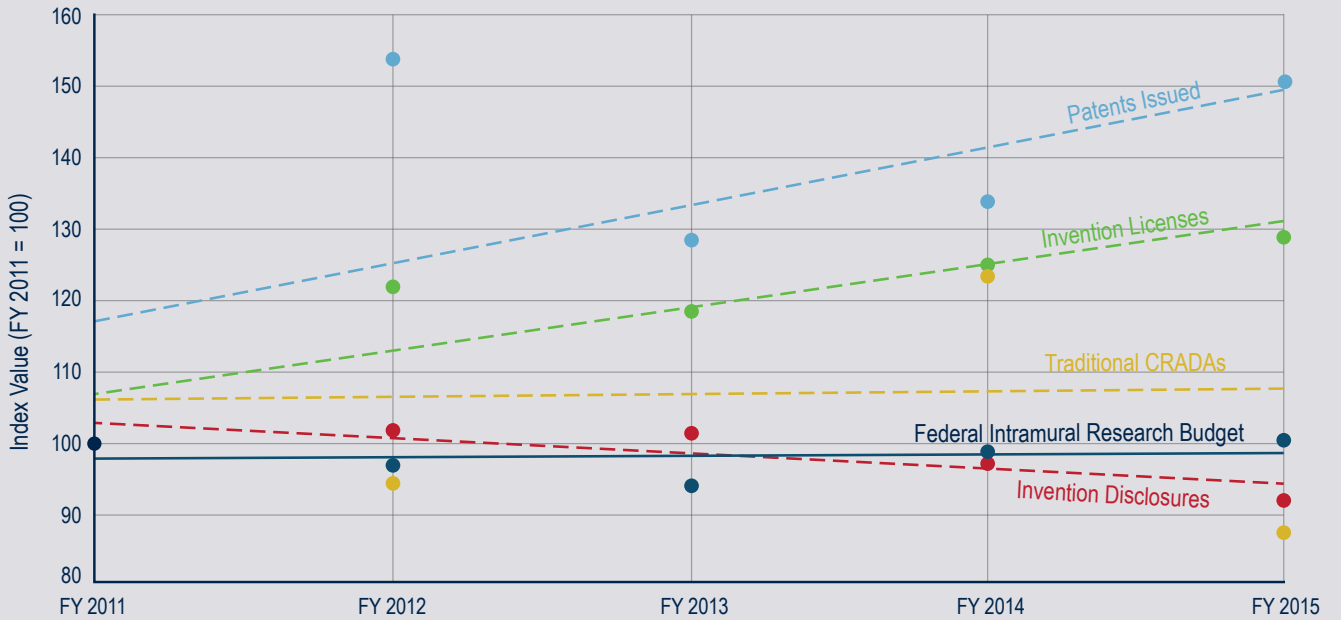
The Department of Commerce and the Office of Science and Technology Policy will lead this goal. Other participating agencies include the Office of Management and Budget, National Security Council, Environmental Protection Agency, National Aeronautics and Space Administration, National Science Foundation, Small Business Administration, and Departments of Agriculture, Defense, Energy, Health and Human Services, Homeland Security, Interior, Transportation, and Veterans Affairs.

14 Analytical Perspectives, Budget of the United States Government, Fiscal Year 2019, Ch. 18. Available at <https://www.gpo.gov/fdsys/pkg/BUDGET-2019-PER/pdf/BUDGET-2019-PER.pdf>.



# CAP GOAL 14 IMPROVE TRANSFER OF FEDERALLY-FUNDED TECHNOLOGIES FROM LAB-TO-MARKET

Trends in Federal Technology Transfer Activities (FY 2011 - FY 2015)

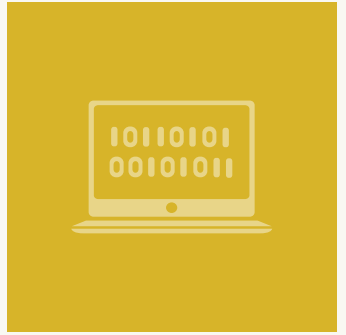




*The President's Management Agenda was developed by the President's Management Council and the Executive Office of the President.*

*The Administration appreciates important contributions from citizens, business leaders, Federal employees, Congress, academia, and the good government community.*







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