

Shared Services Performance Management Framework

Why is Performance Management Important?

Performance management is a crucial function of any government program – whether its big or small, public-facing or internal. In order for a program to continuously improve, its performance must be tracked. Establishing performance management initiatives means setting agreed upon goals that programs work towards. An effective performance management initiative provides the following benefits:



Vision: Create a shared vision of what success looks like for a program



Success Stories: Quantify the success that a program achieves year over year



Accountability: Keep people accountable and roles clear



Gap Identification: Identify areas of improvement for a program



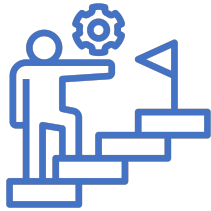
Data: Gives programs the ability to make effective decisions based on data



Performance Management should be used to identify what's working and not working within a program. It should NOT be used as a report card to punish performance that is below what was expected.

Performance Management Benefits for the QSMOs

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



Identify QSMO Strengths and Areas for Improvement

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



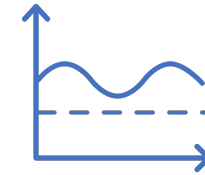
Understanding the Voice of the Customer

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



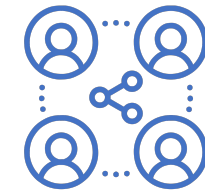
Promote Continuous Improvement

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



Develop Baselines

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



Enable Benchmarking

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

Tiered Shared Services Performance Management Framework – Enterprise View

The **Tiered Shared Services Performance Management Framework – Enterprise View** was designed to clearly illustrate the relationship between each major stakeholder group responsible for monitoring and improving performance across the shared services ecosystem. A key tenant of this framework is obtaining buy-in from each tier and maintaining on-going communication to ensure strategic and performance alignment, on-going performance reporting, and identification of performance improvement opportunities.



Balanced Scorecard Approach Summary

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



Customer Dimension

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

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



Standards Adoption Dimension

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

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



IT Modernization Dimension

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

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



Financial Dimension

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

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



Marketplace Operations Dimension

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

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

Phases

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

Shared Services Performance Measures

Customer Dimension		
QSMO Customer Engagement	Track the QSMOs overall engagement with federal agencies – track customer agency participation in QSMO-sponsored events, including information sessions, workshops, or office hours etc.	Phase 1
QSMO Customer Satisfaction	Track customer agency satisfaction with the strategic guidance provided by the QSMO as the marketplace broker – including quality of support and access to quality data	Phase 2
Solution Adoption	Track the percentage (%) of customer agencies whose needs are met through the successful adoption of a QSMO marketplace solution	Phase 3
Financial Dimension		
Cost Avoidance	Measure the estimated cost avoidance (\$) achieved by customer agencies through the adoption of QSMO marketplace solutions	Phase 3
Return on Investment (ROI)	Measure the estimated Return on Investment (\$) achieved by customer agencies through adoption of QSMO marketplace solutions	Phase 3
Financial Transparency	Track the percentage (%) of customers who report that they understand the pricing elements related to the total cost of ownership of a QSMO solution, as compared to the total cost of ownership of a solution on the open market	Phase 2
Standards Adoption Dimension		
Standards Incorporation	Track the percentage (%) of agency-issued solicitations for QSMO marketplace solutions which adhere to the FIBF business standards	Phase 3
System Standardization	Track the number of government-wide separate or outdated instances of systems in QSMO functional areas	Phase 3
Modernization and Migration (M3) Playbook Utilization	Track the number of customer agencies (or federal users) who have reported using the M3 playbook in some capacity	Phase 1
Marketplace Operations Dimension		
Service Quality and Timeliness	Track the percentage (%) of QSMO vendors / marketplace solutions meeting Service Level Agreements (SLAs) or achieving satisfactory CPARS results	Phase 3
Technical Innovation	Track the percentage (%) of customers who feel that QSMO marketplace solutions are technically innovative and state-of-the art	Phase 2
IT Modernization Dimension		
Usability / Accessibility	Track the percentage (%) of QSMO marketplace solutions that are rated 508 compliant at the WCAG 2.0 Level AA Success Criteria	Phase 2
Cybersecurity	Track the percentage (%) of QSMO marketplace cloud solutions that are FedRAMP authorized, FedRAMP in process, or FedRAMP ready/or have acquired Authorization to Operate (ATO) for federal solutions	Phase 2
Data Interfaces / Customization	Track adoption of data standards through QSMO marketplace solution adherence to a common set of data definitions / interfaces	Phase 3
IT Contract Consolidation	Track the total (\$) spend consolidation from open market acquisitions to QSMO-offered contract vehicles / solicitations	Phase 3
Technology Management / Software Delivery	Measure cost/labor hours associated with major IT enhancements and upgrades avoided by customer agencies through adoption of a QSMO solution	Phase 3
System Resiliency	Track the percentage (%) of time the QSMO marketplace solution is available, not including planned and authorized service interruptions	Phase 3