

Shared Services Progress Update

June 11, 2024

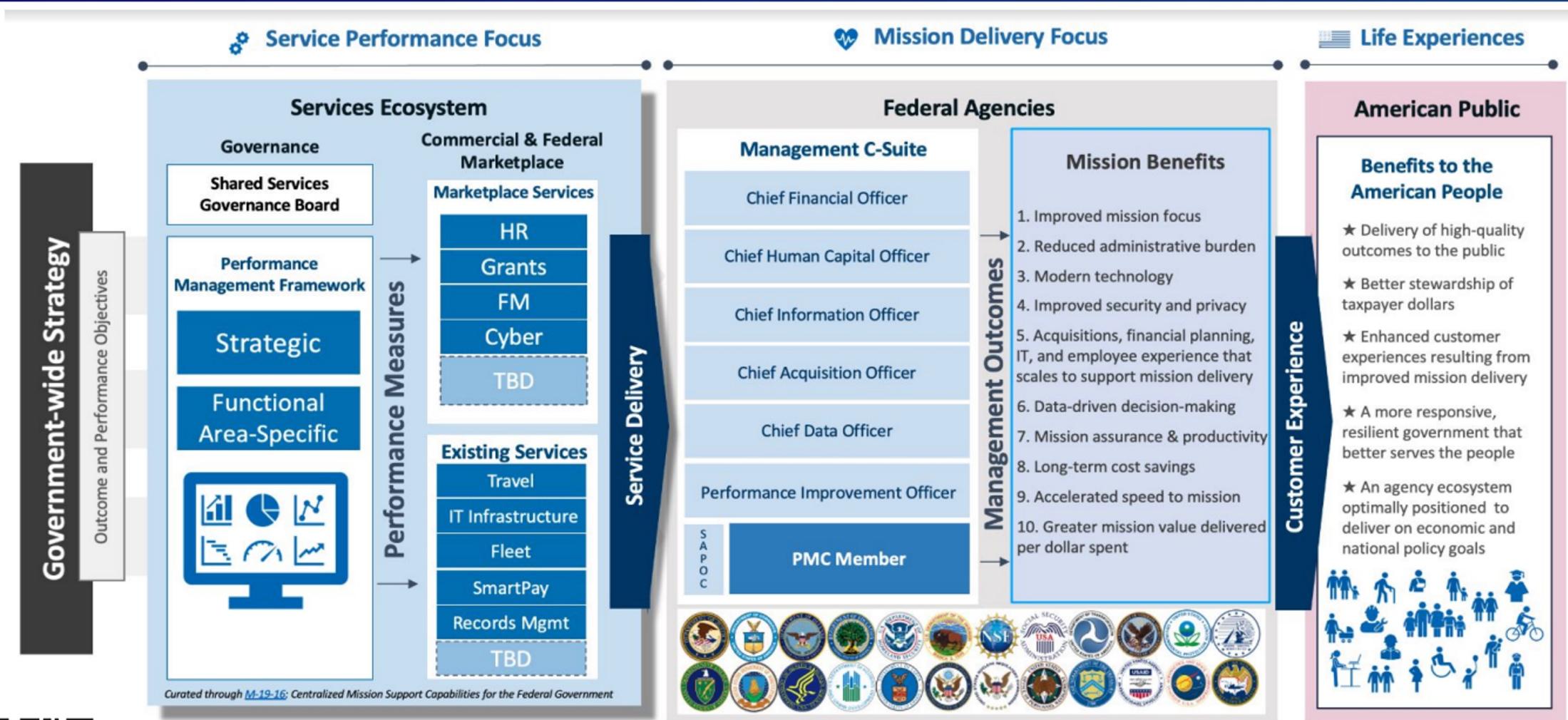
DRAFT – For Discussion Purposes Only



<https://ussm.gsa.gov/#performancevideo>



Marketplace Alignment to Mission Delivery



View Animation: <https://ussm.gsa.gov/#performancevideo>



View Animation

A high-performing services ecosystem (1) optimizes management outcomes in support of mission (2) enhances organizational health and (3) supports the delivery needed to better serve the public, build trust, and realize the promise of a 21st century American experience.



Shared Services Challenges

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

	Duplication of Systems	<ul style="list-style-type: none">• 108 time and attendance systems• 107 contract writing systems• 45 financial management systems• 1900 contracts for financial management services
	Providers are not aligned to mission/core capabilities	<ul style="list-style-type: none">• Causing instability in how agencies get their mission support service<ul style="list-style-type: none">◦ In 2019, HHS provider to more than 30 agencies and \$1B in services decided to stop supporting customers◦ In 2020, USDA decided that it no longer wants to be a provider of financial management services
	1 Solution with varying flexibility	<ul style="list-style-type: none">• A common myth is that shared services goals seek to always establish only one solution in a given space. This is not true. Many agency functions would be well-served by allowing agencies the freedom of choosing from a marketplace of supporting solutions that best aligns to their needs.
	A shared contract does not always mean a shared services	<ul style="list-style-type: none">• Leveraging a federal wide contract vehicle has perpetuated the desire to customize solutions and has contributed to the government having over 100 travel systems in production which creates more cost and drives down the buying power of the government



Shared Services Opportunities

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

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

Communication & Outreach

OSSPI supports development and articulation of messaging to agencies, councils, and industry to create awareness and improve agency adoption of the government-wide shared services portfolio.

Performance Framework

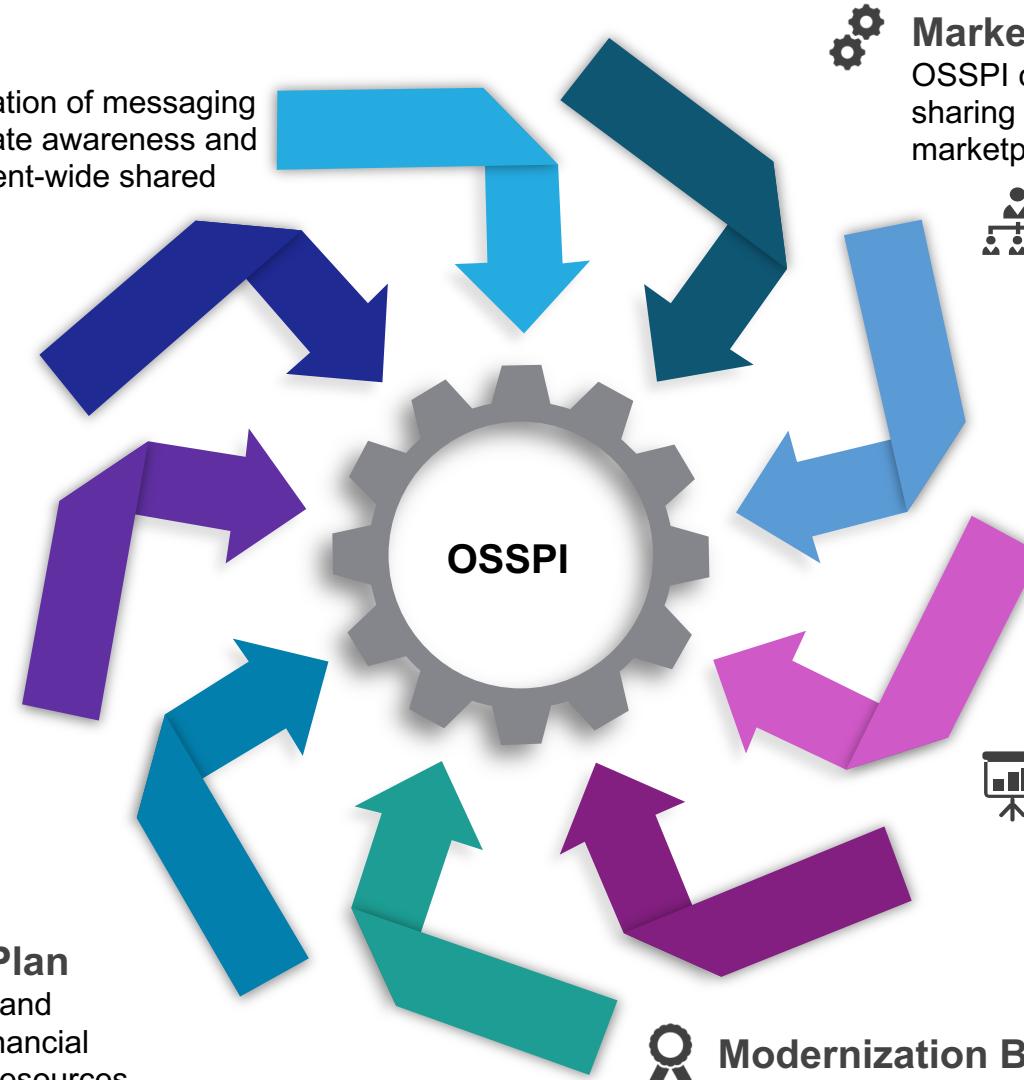
OSSPI collects/analyzes marketplace performance information to support an understanding of how available services can better align to improving agency capacity to support and deliver on mission.

Agency Readiness

OSSPI engages agencies to understand their progress and readiness, identifying blockers and impediments and developing recommendations for action in coordination with the SSGB, SAPOC, Providers, and OMB.

Agency Investment Action Plan

Coordinates with OMB on the review and approval of agency investments in financial management, cybersecurity, human resources and grants outside of QSMO marketplaces.



Marketplace Coordination

OSSPI convenes with providers, QSMO, and SSGB to identify sharing opportunities, address issue resolution, and develop marketplace strategy.

Governance

OSSPI coordinates the governance stack used to set direction and make decisions which includes: the [Shared Services Governance Board](#), the agency Senior Accountable Point of Contact, and the [Business Standards Council](#).

Business Standards

OSSPI leads the process to obtain interagency, cross-functional agreement on mission support data and business standards across [12 functional areas](#).

Ongoing Assessments

OSSPI three engagements to monitor and improve performance across the ecosystem:

- The Shared Services Satisfaction Survey
- The QSMO Satisfaction Survey
- The Agency Annual Shared Services Plan

Modernization Best Practices

Supports agency adoption of best practices for system and service modernization including the [Federal Modernization and Migration Management playbook \(M3\)](#).

Evolution of Shared Services

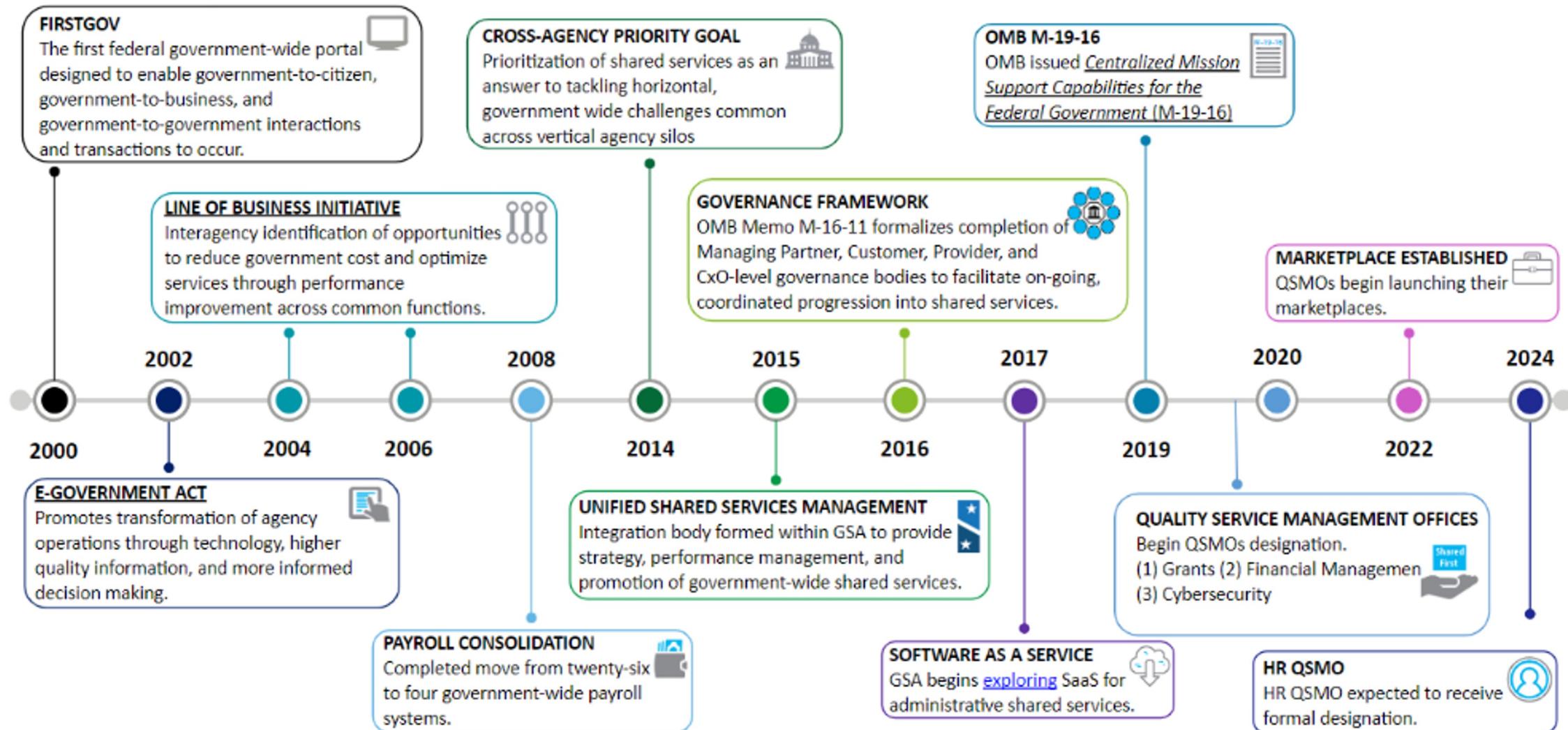


Figure 1: Evolution of Shared Services (2000 - 2024)

Program Governance, Oversight, and Partnerships



Shared
Services

Governance – Voice of Agencies

The SSGB is a **cross-council Board of agency executives** from each of the Federal Executive Councils. The Board serves as the agency voice in making recommendations to OMB on opportunities to identify shared agency needs for technologies and services that will advance management priorities.

Board Co-chairs



All CFO Act Agencies designate SAPOC to **coordinate across agency their agency** and collaborate with program offices to support adoption of shared service strategies, communicate information, and take related actions to drive operational efficiency and effectiveness consistent with the President's Management Agenda (PMA)



Program Objectives, and Strategy Updates





Three Organizing Strategies

Strategy 1

Agree on what we can share

Common business standards established through interagency working groups using the **Federal Integrated Business Framework (FIBF)** inform decision making needed to agree on what can be *adopted and commonly shared*.

Strategy 2

Create centralized marketplaces

Quality Service Management Offices (QSMOs) are designated by OMB to offer and manage a marketplace of services, technology, and integrated solutions, which meet FIBF standards.



Strategy 3

Increase use of existing shared services

Existing Shared Services are viewed as mature, customer-centric, and provide demonstrated value to agency customers.

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





Strategy 2: Create Centralized Marketplace

How QSMOs Support Agencies



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

More information about QSMO Available at:

The Marketplaces



Department
of Treasury

Financial Management

Through technology, advisory, and operational services, there is choice and flexibility for agencies planning financial system modernizations, sustaining current operations, or fulfilling a financial management needs



[FM Marketplace](#)

FMQSMO@Fiscal.Treasury.Gov



Department of
Health and Human
Services

Grants Management

Provides federal awarding agencies transparent information surrounding solution performance, price methodology, and customer satisfaction while providing designations of high-quality solutions with modern functionality and adherence to data and business standards.



[Grants Marketplace](#)

GrantsQSMO@hhs.gov



Cybersecurity and
Infrastructure Agency

Cybersecurity

Cybersecurity services that meet or exceed government standards and requirements. This helps ensure that agencies receive best-in-class services for the best cost



[Cyber Marketplace](#)

cybersharedservices@cisa.dhs.gov



U.S. Office of
Personnel Management

Human Resources

The HR QSMO offers a marketplace of solutions compliant with robust, approved standards and helps agencies understand how to maximize their value



[HR Marketplace](#)

hrqsmo@opm.gov





Goals: Through FY24 in Designated Areas

Grants Management (HHS)

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

Cybersecurity QSMO (DHS CISA)

- CISA will continue its work to centralize additional cybersecurity capabilities as shared services to drive significant cost avoidance and improve cybersecurity posture government-wide.
- CISA and GSA will collaborate to add a broader range of commercial cybersecurity managed services into the Cyber Marketplace. These partnerships ensure we incorporate the benefits of commercial innovation into the Federal enterprise, provide broader choice and availability to CISA stakeholders while increasing our overall capacity to secure the Federal enterprise.
- These milestones will further advance CISA's capabilities to secure Federal and state infrastructure while also expanding CISA service adoption, currently leveraged by over 70% of Federal Citizen Executive Branch (FCEB) agencies.

Human Resources QSMO (OPM)

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

Financial Management QSMO (Treasury)

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

HR QSMO Marketplace

The screenshot shows the 'Acquisition Gateway' logo at the top left. To its right is a search bar with the placeholder 'Search Acquisition Gateway' and a magnifying glass icon. Next to the search bar is a blue button with the text 'Welcome, Acquisition Gateway User'. Below the search bar are two dropdown menus: 'Tools & Resources' and 'External Resources'.

The page title is 'About the HR QSMO'. On the left, there is a sidebar with a tree view of categories: 'Who We Are' (selected), 'About the HR QSMO' (selected), 'Introduction to the Marketplace', 'Voice of the Customer', 'HR QSMO Satisfaction Survey', and 'Welcome'. Other collapsed sections include 'Community Forum', 'Solutions Catalog', 'Market Intelligence Center', 'HR Line of Business (HRLOB)', 'Communities of Practice', 'OPM Data Portal', and 'HR QSMO Partners'. The main content area features the OPM logo, a photo of six diverse professionals, and a callout box with the text 'For more information on the HR QSMO and its offerings' and an email address 'Email us at HRQSMO@opm.gov'. A blue button at the bottom right says 'Click Here for the Community Forum, hosted by GSA Interact'.

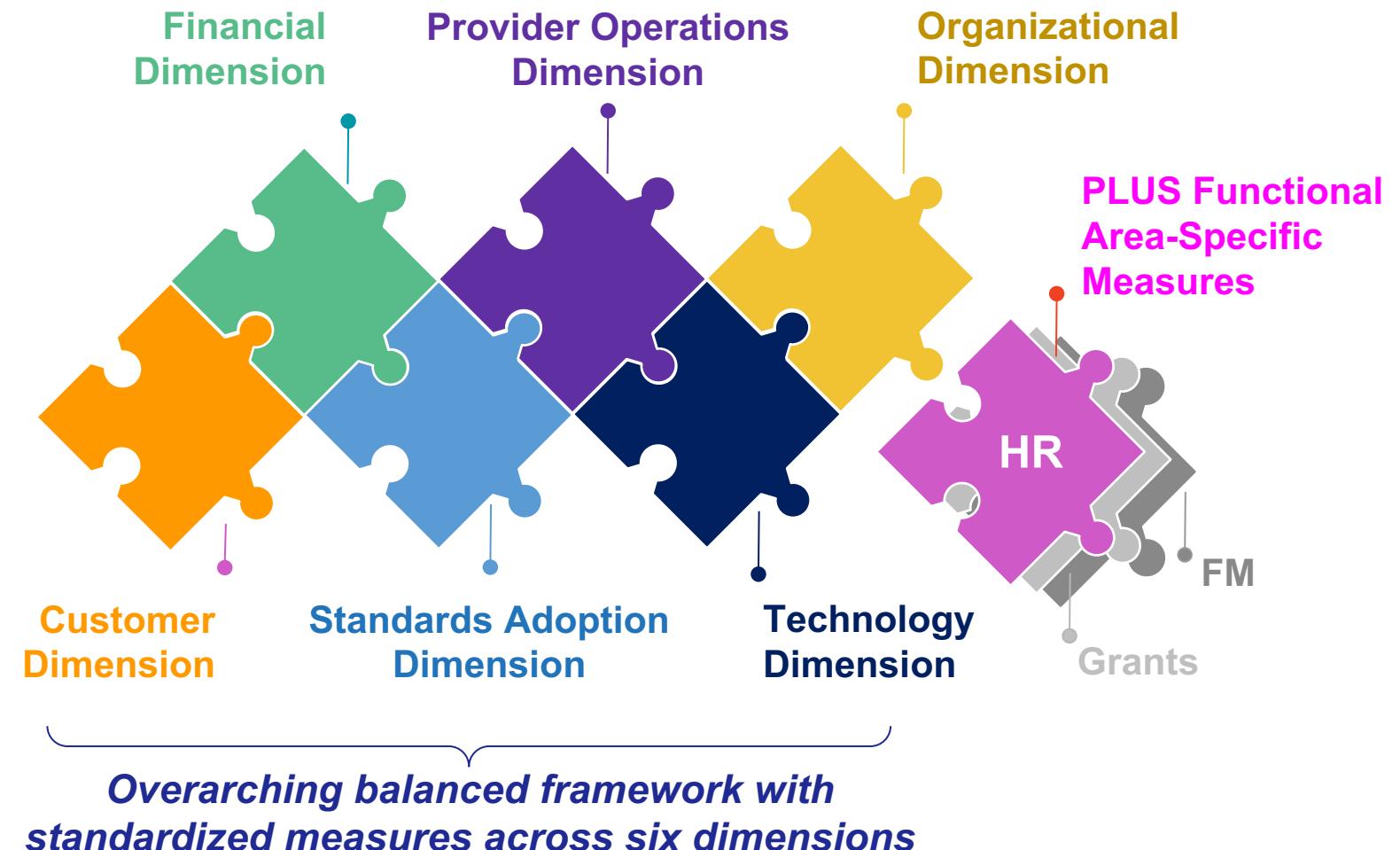
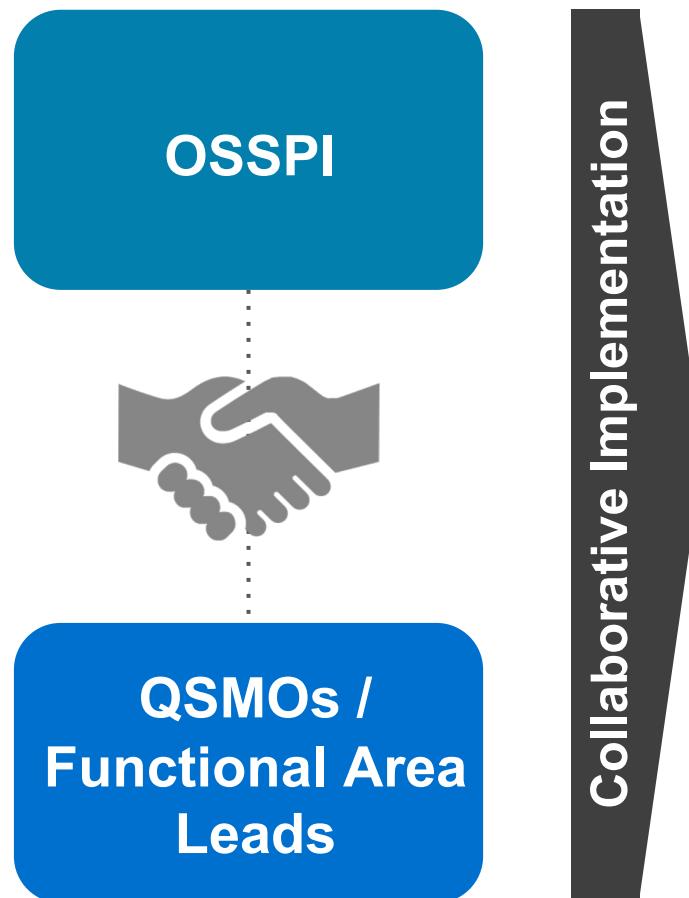
- ## SIGNIFICANT ACTIVITIES
- Joint Business Case (JBC) Template Developed
 - Federal Shared Service Providers (FSPs) Submitting JBCs
 - Voice of the Customer Listening Ideation Sessions
 - Federal Integrated Business Framework (FIBF) and HRLOB Standards Integration
 - GSA's Market Research As a Service (MRAS) Partnership
 - CXO Councils Engagement

Provider Performance Framework



Shared
Services

Provider Performance Framework Operationalization Model



Rollout of Payroll Provider Pilot as Proof-of-Concept in the coming months

*An evidence-based approach to piloting Provider Performance uses the Phase 1A HR Provider Framework (2024) which incorporates past work and inputs from SSP / Customer Outreach, the Marketplace Performance Management Framework (2021), High Performing Provider Criteria (2016), ProviderStat (2016), as well as Industry Research on Commercial Measures and Tech Debt.

Performance Management on the Web

Shared Services

Governance Business Standards M3 Framework QSMO Catalog **Performance**

ABOUT BENEFITS FRAMEWORK SCORECARD PERFORMANCE

Performance Management

Why Is Performance Management Important?

Performance management is a crucial function of any government program, whether it's big or small, public-facing or internal. For a program to continuously improve, its performance must be tracked. Establishing Performance Management initiatives means setting agreed upon goals that programs work toward. Aligning performance management of the services agencies buy and use to the same ways that agencies themselves are measured is a core tenet of an effective framework and provides the following benefits:

 VISION Creates shared vision of what success looks like for program and customer	 SUCCESS STORIES Quantify the success a program achieves year over year	 ACCOUNTABILITY Keep people accountable and roles clear
 GAP IDENTIFICATION Identify areas of improvement for a program	 DATA Give programs the ability to make effective decisions based on data	

Performance Management Benefits for Customer Agencies and the Shared Services Ecosystem

Establishing a formal Performance Management framework is key to ensuring shared services solutions are delivering meaningful impacts across government. What doesn't get measured doesn't get managed. The long-term benefits of Performance Management tracking for shared services solutions are included below:



PROMOTE CONTINUOUS IMPROVEMENT
Gives programs the ability to make effective decisions based on data

IDENTIFY STRENGTHS AND AREAS FOR IMPROVEMENT WITHIN THE SHARED SERVICES ECOSYSTEM
Measure the progress of the shared services programs to identify where they are succeeding and where they need extra support.

Shared Services Performance Measures

 CUSTOMER DIMENSION
 FINANCIAL DIMENSION
 MARKETPLACE OPERATION DIMENSION
 STANDARDS ADOPTION DIMENSION
 IT MODERNIZATION DIMENSION

Cost Recovery and Price Transparency



Cost Recovery and Price Transparency Project Overview

Problem:

Shared Service Providers (SSP) face **challenges** in setting **appropriate rates** and **charging for periodic rate increases** necessary to **modernize solutions** and **deliver services**.

This limits their ability to **recover their costs** and **modernize offerings** and poses risks regarding the accumulation of **technical debt**. Addressing these issues is necessary to **reliably fulfill customer obligations** and **strategically plan** for the future.

Objective:

To establish community viewpoints regarding cost recovery and to determine the necessary resources and actions to address the need to sustain and modernize operations.

Outcomes:



Improved customer understanding and satisfaction:

Customers will gain clarity on pricing and perceive SSPs as more transparent and responsive to their needs, leading to better-informed decisions and increased trust and satisfaction with SSP services



Enhanced ability for SSPs to fully recover costs: SSPs will more effectively establish sustainable rates by obtaining customer buy-in and acceptance of pricing



Enhanced budget planning: SSPs and customers will have a structured approach to budget planning, facilitating smoother financial management



Adaptability: The recommendations will be flexible enough to apply to any one of a number of different provider scenarios.



Action Plan: A proposed action plan for relevant SSPs and host agencies to address recommendations.



Key Takeaways

Challenging for SSPs to fully fund their technology needs	Large discrepancies in how SSPs manage rates and potential increases	Funding for recapitalization and appropriations options vary greatly	Other challenges for SSPs and full cost recovery	Customer perceptions of SSPs
<ul style="list-style-type: none">Customer pushback on rate increasesDiffering abilities to fund technology refreshes or modernization needs, or urgent technology fixes	<ul style="list-style-type: none">Monthly meetings to review run rates and increases/decreasesSSPs cover the cost of increases, leaving them underfunded to run operations or for future needsSSPs have flexible funding for short term that allow them to manage ebbs and flows	<ul style="list-style-type: none">Based on agency interpretation of appropriations or authorities providedMost common options: operating reserve, capital reserve, increase to customer rates, other departmental funds, TMFReserves can be limited by cap and time boundAgencies prefer TMF	<ul style="list-style-type: none">Hiring and retaining consistent talent to provide supportCustomer expectations; want more for less	<ul style="list-style-type: none">Stable service delivery, but no planning for future needsWould like to see better SLAs and more transparencyFaced with lack of funding to pay for SSP services

Key Takeaways from 6 CFO Act Customer Interviews

1. Lack of transparency:

- Need visibility into pricing components
- Willingness to pay for enhanced service or technology improvements, but can't justify additional budget without details
- Timing of published rates is too late for proper budget planning

2. Lack of innovation:

- Stable service delivery
- Lack of added value and future planning

3. Lack of collaboration/partnership:

- Limited communications when planning for change; upgrades, enhancements, etc.

4. Diverse experiences:

- Varying levels of customer satisfaction
- Little consistency in service level agreements, communication, transparency into pricing, etc.

Key Takeaways from 12 SSP Interviews

1. Lack of funding:

- Limited options for funding to cover modernization efforts
- Inconsistent reserve mechanisms across SSPs
- SSP not a priority for home agency

2. Customer Pushback:

- Customers do not want to pay for rate increases; SSPs must cover these additional costs from already limited resources

3. Resource constraints:

- Hiring and retaining talent is limiting ability to support customers

4. Customer Expectations:

- Customers want more for less

Services Catalog



Shared
Services



Shared Services Catalog



Solutions to Advance Your Agency's Management Priorities

A marketplace of commercial and Federal solutions, backed by agency business and data standards informed by industry, will drastically improve the ability of government to deliver mission outcomes, provide improved services, and effectively steward taxpayer dollars on behalf of the American people.

[Meet the Board](#) [Services Catalog](#) [Agency SPOC](#)

[Modernization Playbook \(M3\)](#) [Data and Business Standards](#) [Quality Service Management Offices](#) [Frequently Asked Questions](#)

Learn and Connect

[Shared Services Strategy](#) [FBB: Agency Data and Business Standards](#) [Agency Modernization Playbook \(M3\)](#)

Services Catalog

Unlock your agency's potential through a network of service delivery partners.

Core Financial Management **Grants Management** **Human Capital Management**

Travel & Expense **Cybersecurity Services** **IT Infrastructure Services**

Fleet **Purchase Cards** **Electronic Records Management**

Mission Support Services Catalog

Welcome to the Mission Support Services Catalog. Agencies can use this catalog to learn about services and technologies that will enhance their capacity to deliver on their mission support responsibilities. The catalog directs agencies to the websites and contact information of servicing organizations and providers that are making these capabilities available to the Federal community.

[Reset Filter](#)

All Available Services

Filter by Functional Area

[Financial Management](#) [Grants Management QSMO](#) [Cybersecurity QSMO](#)

[Human Resources QSMO \(Pre-Designated\)](#) [GSA SmartPay](#) [GSA Fleet](#)

[Electronic Records Management](#) [Enterprise Infrastructure Solutions](#) [E-Gov Travel Services](#)

9 items

Financial Management **QSMO**

Services: Grant Program Administration and Oversight, Management of Grant Pre-Award, Award, Post-Award & Closeout, Grant Recipient Oversight

Grants Management QSMO

Services: Accounts Payable, Accounts Receivable, General Ledger, Reporting

Cybersecurity QSMO

Services: Security Operations Center standardization, Vulnerability Management standardization, and DNS Resolver service

Human Resources QSMO (Pre-Designated)

Services: Talent Acquisition, Talent Development, Employee Performance Management, Compensation Management, Benefits Management

GSA SmartPay

Services: Purchase Cards, Approvals, Reconciliation

GSA Fleet

Services: Fleet Management, Purchasing, Leasing, Short-term rentals, Fleet electrification

Electronic Records Management

Services: Records capture, Maintenance & Use, Records Disposal, Transfer of Permanent Records to NARA

Enterprise Infrastructure Solutions

Services: Networks, Telecom, Cloud

E-Gov Travel Services

Services: Travel and Expense Management

Questions about the catalog should be directed to OSSPI.SharedServices@gsa.gov. Questions about specific services should be directed to the contact email listed on each provider's page.

Cybersecurity

[Home](#) > [Mission Support Services Catalog](#) > Cybersecurity QSMO

Cybersecurity QSMO

Services: Security Operations Center standardization, Vulnerability Management standardization, and DNS Resolver service

The Cyber Marketplace offers priority CISA services to help agencies manage cyber risk. In addition to CISA-offered solutions, the Cyber QSMO also partners with federal service providers to offer additional cybersecurity services that will meet or exceed government standards and requirements. This helps ensure that agencies receive best-in-class services for the best cost.

[VISIT: Website](#) | [Marketplace](#) | [CONTACT: QSMO@hq.dhs.gov](#)

Cybersecurity QSMO Marketplace

The Cybersecurity QSMO Marketplace is an online platform for acquiring high-quality, cost-efficient cybersecurity services. The Cyber QSMO centralizes, standardizes, and markets cybersecurity services offered in conjunction with participating federal service providers. Centralizing this information helps reduce the time and cost involved in sourcing and maintaining cybersecurity solutions across the federal civilian enterprise.

CISA's Cybersecurity Shared Services Office recently published a blog on the [Vulnerability Disclosure Program](#), one of many services offered through the [CISA's Cybersecurity Marketplace](#).

Vulnerability Disclosure Policy (VDP) Platform 101

[Watch later](#) [Share](#)

Services Catalog: <https://ussm.gsa.gov/#services>

M3 Playbook



Shared
Services



Modernization and Migration Management (M3) Framework and Playbook



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



QSMOs as Responsible Party and Stakeholder



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



Improved user experience through updated web redesign

The image shows the M3 Playbook interface displayed on a desktop monitor and a smartphone. The desktop view includes a navigation bar with links like Governance, Business Standards, QSMO, M3 Framework, and About OSSPI. Below the navigation is a search bar and a main content area titled 'M3 Playbook' with 'Introduction to Modernization and Migration Management (M3)'. It features a diagram showing the M3 Framework with four phases: Assessment, Readiness, Selection, and Engagement, each with its own objectives and activities. The smartphone view shows a detailed look at 'Phase 0: Assessment' with sections for Objective, Key Tasks, and Program Management tasks.

Use the M3 Playbook

PMA Alignment and Guiding Memorandums/Policies



Shared
Services



Policy and Related References to Shared Services



M-19-16

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

M-21-20

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

M-22-02

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

GREAT Act

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

Treasury's Financial Management Capability Framework

Technology Modernization Fund AmeriCorps Grants Management Modernization

A-11: Section 55

Information Technology Investments
(August 2022 on Page 2)

M-23-07

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

Investment Planning Guidance

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

M-18-24

Strategies to Reduce Grant Recipient Reporting Burden
(Page 3)

Fifth U.S. Open Government National Action Plan

(FOIA Business Standards, Page 16)

Advancing the President's Management Agenda through Shared Services

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

Access a marketplace of products, solutions, and services



Free up time and resources to focus on what matters



Optimize service delivery and customer experience



Accelerate the acquisition process



Manage and mitigate risk with proven solutions



Target efforts that address Administration priorities



Use shared approaches to solve common challenges



Guide customers to innovative and secure technology



Explore the pieces that make up Shared Services

Agreement on shared capabilities

Marketplace of solution offerings

Existing shared service providers



Advancing the President's Management Agenda through Shared Services

Resetting the operating model for delivery



PRESIDENT'S MANAGEMENT AGENDA

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

CUSTOMER EXPERIENCE EXECUTIVE ORDER

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

OMB MEMORANDUMS

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

Information compiled from:

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

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

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