# Shared Services Performance Management Framework

Shared Services

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. In order for a program to continuously improve, its performance must be tracked. Establishing Performance Management initiatives means setting agreed upon goals programs work toward. An effective Performance Management initiative provides the following benefits:
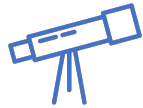
Vision: Create a shared vision of what success looks like for a program

Success Stories: Quantify the success 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 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 below what was expected.

Shared Services

Performance Management Benefits for the QSMOs

Establishing a formal Performance Management Framework is key to ensuring the QSMO initiative delivers meaningful impacts across the 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:
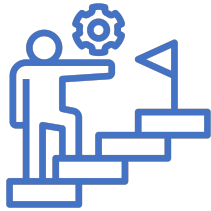
Identify QSMO Strengths and Areas for Improvement
Measure the progress of the QSMOs to identify where they are succeeding and where they need extra support.
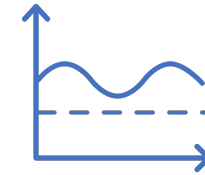
Understanding the Voice of the Customer
Understand the needs of the QSMO customers and provide ongoing feedback to the QSMOs.

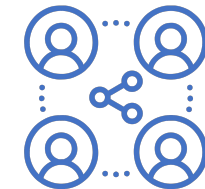**Promote Continuous Improvement**
By tracking the performance of the QSMOs, we can enable them to keep providing higher quality services each year.

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.

Shared Services

Tiered Shared Services Performance Management Framework: Enterprise View

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

Strategic and Performance Alignment / Performance Reporting

Government-Wide Shared Services Strategy (OSSPI)

| OMB-M-19-16 | QSMO Business Architecture | Government-wide Strategy & Performance Guidance | QSMO / Customer Agency Strategy & Performance Guidance |

Cybersecurity QSMO
QSMO Strategy & Performance Management

Financial Management QSMO
QSMO Strategy & Performance Management

Grants Management QSMO
QSMO Strategy & Performance Management

Human Resources QSMO
QSMO Strategy & Performance Management

Shared Service Solution & Service Delivery

- Customer Agency Mission Support Strategy
- Federal Shared Service Provider Strategy
- Industry Shared Service Provider Service Level Agreements (SLAs)

Customer Agency Performance

The QSMO Performance Management Framework is designed to demonstrate the positive impact and improved performance that customer agencies across government receive through adoption of a QSMO solution.

These benefits include, but are not limited to:

- ✓ Improved Service Delivery and Performance
- ✓ Increased Customer Satisfaction
- ✓ Ability to Focus on High Value Work
- ✓ Reduced Administrative Burden
- ✓ Alignment to Administration Priorities

Shared Services

Additional QMSOs will be included in future versions of this framework as they complete the formal QSMO designation process.

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 that 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 3.1)*

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 3.0)*
- *System Standardization (Phase 3.0)*
- *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 3.1)*
- IT Contract Consolidation *(Phase 3.1)*
- Technology Management / Software Delivery *(Phase 3.1)*
- System Resiliency *(Phase 3.1)*

Financial Dimension

Helps assess the financial health of the government-wide QSMO effort – financial measures include:
- *Cost Avoidance (Phase 3.1)*
- *Return on Investment (Phase 3.1)*
- *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 3.1)*
- *Technological 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

Shared Services Performance Measures

Customer Dimension		
QSMO Customer Engagement	Track the QSMO's 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 both, the QSMO as the marketplace broker and service providers – 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 3.1
Financial Dimension		
Cost Avoidance	Measure the estimated cost avoidance ($) achieved by customer agencies through the adoption of QSMO marketplace solutions	Phase 3.1
Return on Investment (ROI)	Measure the estimated Return on Investment ($) achieved by customer agencies through adoption of QSMO marketplace solutions	Phase 3.1
Price 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.	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 3.0
System Standardization	Track the number of government-wide separate or outdated instances of systems in QSMO functional areas	Phase 3.0
Modernization and Migration (M3) Playbook Utilization	Track the number of federal agencies who have reported using the M3 playbook in some capacity during the last year	Phase 1
Marketplace Operations Dimension		
Service Quality and Timeliness	Track the percentage (%) of QSMO providers / marketplace solutions meeting Service Level Agreements (SLAs) or achieving satisfactory CPARS results	Phase 3.1
Technological Innovation	Track the percentage (%) of customers who feel that QSMO marketplace solutions are technologically 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 where applicable)	Phase 2
Cybersecurity	Track the percentage (%) of QSMO marketplace cloud solutions that are FedRAMP authorized, FedRAMP in process, FedRAMP ready, or have acquired agency Authorization to Operate (ATO)	Phase 2
Data Interfaces / Customization	Track adoption of data standards through QSMO marketplace solution adherence to a common set of data definitions and interfaces	Phase 3.1
IT Contract Consolidation	Track the total ($) spend consolidation from open market acquisitions to QSMO-offered contract vehicles / solicitations	Phase 3.1
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 3.1
System Resiliency	Track the percentage (%) of QSMO marketplace solutions that are meeting their system availability targets, not including planned and authorized service interruptions	Phase 3.1