

Cross Agency Priority Goal

Quarterly Progress Update

Benchmark and Improve Mission-Support Operations

Goal Leaders:

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FY2015 Quarter 1

Mission-Support Benchmarking: Overview

Goal Statement

- Improve administrative efficiency and increase the adoption of effective management practices by establishing cost, quality, and customer satisfaction benchmarks for mission-support operations, giving agency decision makers better data to set priorities, allocate resources, and improve processes.

Urgency

- Federal agencies lack a complete set of tools and reliable data to measure their performance in key administrative areas. This discourages agency executives from taking necessary steps to reduce costs, efficiently deploy resources, and improve quality of service.
- Agencies are often hesitant to adopt shared services for mission-support functions without “apples-to-apples” data that allows them to compare options, quantify potential savings, and ensure equal (or better) service quality.
- Finally, the absence of government-wide benchmarks can hamper the identification and sharing of effective management practices, because the Office of Management and Budget (OMB) and agencies lack full visibility into which agencies or shared service providers are the top performers in a given function.

Vision

- The benchmarking initiative will result in markedly higher efficiency and better performance from federal mission-support functions, and identify opportunities to apply private sector standards where appropriate.
- The effort will encompass five administrative functions – acquisition, financial management, human capital, information technology (IT) management, and real property – at major bureaus/components within the 24 Chief Financial Officer (CFO) Act federal agencies. Lessons and best practices will be shared with all agencies and applied where the greatest benefits will be realized.

Progress update

- In preparation for the next round of data collection, the CxO Council working groups refined the initial set of efficiency benchmarks gathered during 2014. They eliminated a few metrics that proved less valuable than expected, added several new measures and improved overall definition consistency. The working groups also identified a set of effectiveness metrics to benchmark the quality of services provided by mission-support functions. These process-based measures focus on concepts such as cycle time, error rates and resolution rates. The direct involvement of agencies in the refinement and development of the benchmarks helped to sustain the high level of engagement and buy-in from CxOs across government – *completed Q4 2014*.
- To better understand customer satisfaction with agency mission-support services, General Services Administration (GSA) and OMB developed a survey with input from the CxO working groups. The survey asks internal customers about their satisfaction with a range of specific services provided by Contracting, Financial Management, Human Capital, and IT (GSA's Tenant Satisfaction Survey will furnish information on the Real Property function). The survey was deployed to 130,000 supervisors and senior executives across the 24 CFO Act agencies. The results will provide insight into effective service delivery practices as well as opportunities for improvement – *expected completion Q2 2015*.
- With a second round of efficiency data and a robust set of effectiveness data available by Q2 2015, OMB and GSA will partner with agencies to conduct extensive analysis of the results. These metrics will provide a comprehensive view of mission-support performance, lending insight into the relationship between expenditures and service quality. The breadth of results will enable agencies to compare themselves to peers and to benchmark their own components against one another. The information also has the potential to inform budget discussions so that resources are allocated as productively as possible – *expected completion Q2 2015*.

Action Plan Summary

Sub-Goal	Actions to Achieve Impact	Key Indicators
Reduce administrative costs and improve service quality in acquisition functions	<ul style="list-style-type: none"> CxO Councils agree on measures of Cost / Efficiency for their respective functional areas Work groups for each function develop standard metric definitions and collect efficiency data at bureau/component level at 24 CFO Act agencies Agencies analyze their efficiency benchmarks, identify areas for near-term focus and opportunities to reduce costs; agencies collaborate with OMB/GSA/Office of Personnel Management (OPM) to develop resourcing and implementation plans Work groups and CxO Councils analyze government-wide benchmark results to identify drivers of success at top-performing agencies and bureaus/components Finance, Human Resources (HR) and IT Management work groups coordinate with federal shared service providers to gather cost, quality, and customer satisfaction benchmarks that will inform agency decisions on shared services adoption Round 2 begins in early FY15, with emphasis on defining and collecting government-wide effectiveness benchmarks focused on quality of and customer satisfaction with administrative services Round 2 also collects efficiency metrics for the second time to capture more current data and track trends Goal team monitors agency progress against targets in years two and three, while working to improve data quality and gather additional rounds of benchmark data 	<p>Year One</p> <ul style="list-style-type: none"> % of agencies contributing data within each of the five functions % of bureaus/components contributing all data within each of the five functions* % of CFO Act agencies participating in benchmarking evaluation meetings with OMB/GSA* Overall % of metrics data collected within each of the five functions Overall % of metrics data collected across all five functions <p>Years Two and Three</p> <ul style="list-style-type: none"> Increase in shared services adoption among 24 CFO Act agencies for selected processes in IT, Human Capital and Financial Management Cost savings – or some other indicator of efficiency improvement, such as reduction in square footage of federal property – resulting from benchmark-related actions in each of the five functions Improvement in service quality and customer satisfaction for each of the five functions
Reduce administrative costs, improve service quality, and increase use of shared services in finance functions		
Reduce administrative costs, improve service quality, and increase use of shared services in human capital functions		
Reduce administrative costs, improve service quality, and increase use of shared services in IT management functions		
Reduce administrative costs and improve service quality in real property functions		

* These indicators have proven more difficult than anticipated to accurately measure, because some bureaus and components do not have functional capabilities, and therefore cannot be benchmarked. To compensate, we have added an indicator measuring agency involvement in high-level assessment meetings with OMB/GSA.

Work Plan

Milestone Summary			
Key Milestones	Milestone Due Date	Milestone status	Owner
GSA develops government-wide website that allows agencies to access the full benchmark data set, perform analysis and generate customized reports	September/ October 2014	Complete	GSA
Workgroups for each function refine original set of efficiency metrics and select effectiveness metrics to measure service quality and customer satisfaction with mission-support functions	November/December 2014	Complete	GSA, OMB, OPM
GSA, OMB and OPM collect Round 1 of effectiveness metrics (including customer satisfaction survey responses) and Round 2 of efficiency metrics	January/February 2015	On track	GSA, OMB, OPM
Finance, HR and IT Management workgroups collect operational quality metrics and customer satisfaction measures from federal shared service providers, to inform agency decisions on shared services adoption	March 2015	On track	GSA, OMB, OPM
OMB, GSA and OPM work with CxO Councils to review effectiveness and efficiency benchmark results for each function, identify the drivers of top performance and share leading practices government-wide	September 2015	Not Started	GSA, OMB, OPM

Key Indicators

Key Implementation Data						
Efficiency Metrics, Round 2 Effectiveness Metrics, Round 1	Source	Baseline	Target for 2015	Frequency	Latest Data (2014)	Trend
% of agencies contributing data within [function]	Agency Data Calls	100%	100%	Annual	100% for all functions except Real Property, which is 96%	
% of bureaus/components contributing all data within [function]*	Agency Data Calls	N/A	N/A	Annual	N/A*	
% of CFO Act agencies participating in benchmarking evaluation meetings with OMB/GSA	GSA project team	100%	100%	Annual	100% (24 of 24 agencies)	
Overall % of metrics data collected across all five functions**	Agency Data Calls	93%	100%	Annual	93%**	

*This indicator has proven more difficult than anticipated to accurately measure, because some bureaus and components do not provide mission-support services, and therefore cannot be benchmarked. To compensate, we have added an indicator measuring agency involvement in high-level assessment meetings with OMB/GSA.

**Calculated at the agency level. If an agency submitted a data point for a given metric, that metric was considered “complete” for the agency. Completion rates were totaled for all agencies for a given metric; then all 39 metrics were totaled to arrive at the overall % of metrics data collected across all five functions.

Key Indicators (continued)

Key Implementation Data						
Efficiency Metrics, Round 2 Effectiveness Metrics, Round 1	Source	Baseline	Target for 2015	Frequency	Latest Data (2014)	Trend
Overall % of metrics data collected within Acquisition*	Agency Data Calls	100%	100%	Annual	100%	N/A
Overall % of metrics data collected within Financial Management*	Agency Data Calls	100%	100%	Annual	91%	N/A
Overall % of metrics data collected within Human Capital*	Agency Data Calls	100%	100%	Annual	94%	N/A
Overall % of metrics data collected within IT Management*	Agency Data Calls	100%	100%	Annual	96%	N/A
Overall % of metrics data collected within Real Property*	Agency Data Calls	100%	100%	Annual	90%	N/A
Overall response rate on customer satisfaction survey	GSA-led survey	N/A	No target for first deployment	Annual	Will be available FY 2015 Q2	N/A

Indicators under Development – Years Two and Three Metrics
1.Increase in shared services adoption among 24 CFO Act agencies for selected processes in IT, Human Capital and Financial Management 2.Cost savings – or a similar indicator of efficiency improvement, such as reduction in square footage of federal property – resulting from benchmark-related actions in each of the five functions 3.Improvement in service quality and/or customer satisfaction for each of the five functions

*Calculated at the agency level. If an agency submitted a data point for a given metric, that metric was considered “complete” for the agency. Completion rates were totaled for all agencies for a given metric; then all metrics were totaled for a given function to arrive at the overall % of metrics data collected for the function.

Contributing Agencies and Programs

Contributing Agencies and Programs:

- All of the CFO Act agencies are contributing to the Benchmarking goal, both in shaping the metrics and in submitting data about their agency's functions.