Benchmark and Improve
Mission-Support Operations

Goal Leaders:

Dave Mader, Controller, Office of Federal Financial Management,

Office of Management and Budget
Denise Turner Roth, Administrator, General Services Administration

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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 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 encompasses five administrative functions – acquisition, financial management, human capital, IT management, and real property – at major bureaus/components within the 24 CFO Act Federal agencies. Lessons and best practices will be shared with all agencies and applied where the greatest benefits can be realized.

Progress update

- **Executing Follow-On Actions to FedStat Meetings**—In Q4 2016, the Office of Management and Budget (OMB) and General Services Administration (GSA) worked with 24 federal agencies to define and support action items resulting from examination of Benchmarking results at agency FedStat meetings.

- **Increasing Agency Usage of Benchmarking Data**—The Benchmarking team continues to help agencies capitalize on the availability of the Benchmarking data by incorporating it into their management reviews and resourcing decisions. Agencies continue to use the cost and quality information in their decision-making process, demonstrating a high level of engagement with the benchmarking initiative. Here are a few ways agencies have used the PMA Benchmarks:

    - Dept. of Commerce used PMA Benchmarking data across four functions—Contracting, Financial Management, Human Resources, and IT—as a basis for its shared services initiative.

    - Dept. of Justice FM function used the PMA Benchmarking data to identify differences in Finance performance across DOJ bureaus and diagnose potential root causes.

    - Department of Energy used PMA Benchmarking as rationale for adopting strategy of consolidating HR services to lower costs.

    - OPM Contracting function used Benchmarking cost and quality data to support a business case that the function was under resourced, leading to hiring more Contracting staff.

    - NRC's IT function used PMA Benchmarking data to create estimates for negotiating vendor contracts.

- **Assessing Mission-Support Government-Wide**—OMB and GSA are partnering again with each of the Executive Councils (CAOC, CFOC, CHCOC, CIOC, Federal Real Property Council) to conduct analysis of benchmarking results on a cross-agency basis, including a review of the three-years of trend data. The goal is to identify patterns and lessons about performance drivers across government— highlighting which approaches are proving effective in reducing costs or improving quality of mission-support services.

- **Anticipating the Presidential Transition.** In preparation for the Presidential transition, OMB and GSA are preparing materials to support the transition that feature Benchmarking data and findings useful for transitioning leaders, as well as provide information to highlight the importance of the Benchmarking initiative to data driven management.

Action Plan Summary

Sub-Goal	Actions to Achieve Impact	Key Indicators
Reduce administrative costs and improve service quality in **acquisition functions**	• Workgroups for each function refine current set of Efficiency and Effectiveness metrics to measure service quality and customer satisfaction with mission-support functions	
Reduce administrative costs, improve service quality, and increase use of shared services in **finance functions**	• GSA, OMB and OPM collect and validate Round 2 of Effectiveness metrics (including customer satisfaction survey responses) and Round 3 of Efficiency metrics • Finance and HR and workgroups collect operational quality metrics and customer satisfaction measures from Federal shared service providers, to inform agency decisions on shared services adoption	• % of agencies contributing data within each of the five functions • % of CFO Act agencies participating in benchmarking evaluation meetings with OMB/GSA
Reduce administrative costs, improve service quality, and increase use of shared services in **human capital functions**	• GSA updates government-wide benchmarks website with data collected in 2016, including enhanced user functionalities to analyze and chart cost, quality, and customer satisfaction measures.	• Overall % of metrics data collected within each of the five functions • Overall % of metrics data collected across all five functions
Reduce administrative costs, improve service quality, and increase use of shared services in **IT management functions**	• GSA and OMB develop customized benchmark findings for each agency and incorporate them into high-level management assessment meetings for agencies to identify priority actions	
Reduce administrative costs and improve service quality in **real property functions**	• 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	

Work Plan (2016)

Milestone Summary			
Key Milestones	**Milestone Due Date**	**Milestone status**	**Owner**
Workgroups for each function refine existing set of Efficiency and Effectiveness metrics to measure service quality and customer satisfaction with mission-support functions	November/December 2015	Complete	GSA, OMB, OPM
GSA, OMB and OPM collect and validate Round 2 of Effectiveness metrics (including customer satisfaction survey responses) and Round 3 of Efficiency metrics	January/February 2016	Complete	GSA, OMB
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 (This is now owned by USSM and is covered by a separate CAP goal)	Q1 2016	NA	OMB, OPM (HRLOB), Treasury (FIT)
GSA updates government-wide benchmarks website with data collected in early 2016	June 2016	Complete	GSA
GSA and OMB develop customized benchmark findings for each agency and incorporate them into high-level management assessment meetings for agencies to identify priority actions	July 2016	Complete	OMB, GSA
GSA to work with targeted agencies to mine their benchmark results to 1) diagnose areas of underperformance, 2) identify pockets of excellence for broader application within the agency (and across govt.), and/or 3) integrate PMA metrics into their internal dashboards and decision-making processes	April 2016	Complete	OMB, Agency CXOs
GSA to support the Executive Councils in examining specific priority areas with supporting benchmarking data and helping Councils identify effective practices or qualitative areas for improvement based on benchmark results	April 2016	Complete	OMB, GSA

Work Plan (2017)

Milestone Summary			
Key Milestones	**Milestone Due Date**	**Milestone status**	**Owner**
GSA and OMB develop five State of the Function trend reports – one for each mission-support function	January 2017*	In Progress	OMB, GSA
GSA, OMB and OPM collect and validate Round 2 of Effectiveness metrics (including customer satisfaction survey responses) and Round 3 of Efficiency metrics	January/February 2017	On track	GSA, OMB
GSA updates government-wide benchmarks website with data collected in early 2017	June 2017	On track	GSA
GSA and OMB develop customized benchmark findings for each agency and incorporates them into high-level management assessment meetings for agencies to identify priority actions.	July 2017	On track	OMB, GSA

*Original deadline extended, as OMB and GSA are still finalizing the format and content for the reports.

Key Indicators

Key Implementation Data							
Efficiency Metrics, Round 2 Effectiveness Metrics, Round 1	**Source**	**Frequency**	**2014**	**2015**	**2016**	**Trend**	**Target for 2016**
% of agencies contributing data within [function]	Agency Data Calls	Annual	100%	100% for all functions	100%	Flat	100%
% of CFO Act agencies participating in benchmarking evaluation with OMB/GSA, as part of FedStat meetings	GSA project team	Annual	100%	96%	100%	Flat	100%
Overall % of metrics data collected across all five functions*	Agency Data Calls	Annual	93%	91%	98%	Increase	100%

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* Calculated at the agency level. If an agency submitted a data point for a given metric, that metric was considered "complete" for the agency. Excludes customer satisfaction survey responses.

Key Indicators (continued)

Key Implementation Data (continued)							
Efficiency Metrics, Round 2 Effectiveness Metrics, Round 1	**Source**	**Frequency**	**2014**	**2015**	**2016**	**Trend**	**Target for 2016**
Overall % of metrics data collected within Acquisition*	Agency Data Calls	Annual	100%	96%	98%	Increase	100%
Overall % of metrics data collected within Financial Management*	Agency Data Calls	Annual	91%	91%	100%	Increase	100%
Overall % of metrics data collected within Human Capital*	Agency Data Calls	Annual	94%	91%	98%	Increase	100%
Overall % of metrics data collected within IT Management*	Agency Data Calls	Annual	96%	93%	92%	Decrease**	100%
Overall % of metrics data collected within Real Property*	Agency Data Calls	Annual	90%	80%	99%	Increase	100%
Overall response rate on customer satisfaction survey	GSA-led survey	Annual	N/A	17.3%	20.9%	Increase	20%

*Calculated at the agency level. If an agency submitted a data point for a given metric, that metric was considered "complete" for the agency. Excludes customer satisfaction survey responses.
** The introduction of new underlying data definition increased the reporting burden and likely had a corresponding negative effect on data collection efforts.

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.

- The federal interagency management councils (Chief Acquisition Officers Council, Chief Financial Officers Council, Chief Human Capital Officers Council, Chief Information Officers Council, Federal Real Property Council) – in collaboration with the Office of Management and Budget – are serving as the primary forum for analyzing cross-agency benchmarking results. Their objective is to identify shared challenges, drivers of high performance, and common solutions for mission-support functions across government.

Acronyms

•	CAOC	Chief Acquisition Officer Council
•	CFO	Chief Financial Officer
•	CFOC	Chief Financial Officer Council
•	CHCOC	Chief Human Capital Officer Council
•	CIOC	Chief Information Officer Council
•	CXO	Shorthand for any heads of functions within federal organizations, including Chief Acquisition Officer, Chief Financial Officer, Chief Human Capital Officer, Chief Information Officer and Chief Operating Officer
•	FIT	Financial Innovation and Transformation
•	FY	Fiscal Year
•	GSA	General Services Administration
•	HR	Human Resources
•	HRLoB	Human Resources Line of Business
•	IT	Information Technology
•	N/A	Not Available
•	OMB	Office of Management and Budget
•	OPM	Office of Personnel Management