**Benchmark and Improve
Mission-Support Operations**

Goal Leaders:

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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 will encompass 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 will be realized.

Progress update

- In Q4 2015, the Office of Management and Budget (OMB) and General Services Administration (GSA) worked with 23 federal agencies to define and support action items resulting from examination of benchmarking results at agency FedStat meetings. Agency leadership across government continues to demonstrate a high level of engagement with the benchmarking initiative as the data becomes more robust and valuable for decision support.

- GSA enhanced the online benchmarking platform with new data and capabilities in Q4 2015. Users can now (1) gauge the "return on investment" for mission-support services using cost-quality comparisons; (2) identify drivers of customer satisfaction within their organization; and (3) monitor trends in service costs to measure progress against performance targets. The data set now includes a second year of most cost/efficiency metrics along with a full set of operational quality and customer satisfaction results. Users can dynamically view results from 24 agencies and nearly 150 of their bureaus/components, with the option to create customized peer groups of similar agencies or bureaus.

- OMB and GSA are partnering with each of the CxO Councils (CAOC, CFOC, CHCOC, CIOC, Federal Real Property Council) to conduct analysis of benchmarking results on a cross-agency basis. The goal is to identify patterns and lessons about performance drivers across government – what approaches are proving effective in reducing costs and/or improving quality of mission-support services.

- The CXO Councils are preparing for the next round of data collection by reviewing current cost, efficiency, and operational quality metrics to refine definitions and assumptions where necessary. The Customer Satisfaction Survey is likewise undergoing a thorough review to maximize response rates and actionability in 2016. As with prior years, every effort is being made to leverage existing surveys and government-wide datasets – such as GSA's Tenant Satisfaction Survey for Real Property – for the benchmarking data collection.

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	• % of agencies contributing data within each of the five 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 bureaus/components contributing all data within each of the five functions*
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.	• % 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 **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	• Overall % of metrics data collected within each of the five functions
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	• Overall % of metrics data collected across all five functions

* This indicator has 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 (2015)

Milestone Summary			
Key Milestones	**Milestone Due Date**	**Milestone status**	**Owner**
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 and validate Round 1 of Effectiveness metrics (including customer satisfaction survey responses) and Round 2 of Efficiency metrics	January/February 2015	Complete	GSA, OMB
GSA updates government-wide benchmarks website with data collected in early 2015, including new user functionalities to analyze and chart cost, quality and customer satisfaction measures.	June 2015	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 2015	Complete	OMB, GSA
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	Complete	GSA, OMB, OPM
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	On track	GSA, OMB, OPM

Work Plan (2016)

Milestone Summary			
Key Milestones	**Milestone Due Date**	**Milestone status**	**Owner**
GSA, OMB and OPM collect and validate Round 2 of Effectiveness metrics (including customer satisfaction survey responses) and Round 3 of Efficiency metrics	March/April 2016	On track	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	Q1 FY2016	On track	OMB, OPM (HRLOB), Treasury (FIT)
GSA updates government-wide benchmarks website with data collected in early 2016	June 2016	On track	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	On track	OMB, GSA

Key Indicators

Key Implementation Data						
Efficiency Metrics, Round 2 Effectiveness Metrics, Round 1	**Source**	**Frequency**	**2014**	**Target for 2015**	**2015 Actual**	**Trend****
% of agencies contributing data within [function]	Agency Data Calls	Annual	100%	100%	100% for all functions	Flat
% of CFO Act agencies participating in benchmarking evaluation with OMB/GSA, as part of FedStat meetings	GSA project team	Annual	100%	100%	96%	Decrease
Overall % of metrics data collected across all five functions*	Agency Data Calls	Annual	93%	100%	94%	Increase

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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.
** Note that the 2015 collection consisted of many more metrics than 2014, so indicators are not entirely comparable year-over-year.

Key Indicators (continued)

Key Implementation Data (continued)						
Efficiency Metrics, Round 2 Effectiveness Metrics, Round 1	**Source**	**Frequency**	**2014**	**Target for 2015**	**2015 Actual**	**Trend**
Overall % of metrics data collected within Acquisition*	Agency Data Calls	Annual	100%	100%	96%	Decrease
Overall % of metrics data collected within Financial Management*	Agency Data Calls	Annual	91%	100%	91%	Flat
Overall % of metrics data collected within Human Capital*	Agency Data Calls	Annual	94%	100%	91%	Decrease***
Overall % of metrics data collected within IT Management*	Agency Data Calls	Annual	96%	100%	93%	Decrease***
Overall % of metrics data collected within Real Property*	Agency Data Calls	Annual	90%	100%	100%	Increase
Overall response rate on customer satisfaction survey	GSA-led survey	Annual	N/A	No target for first deployment	17.3%	N/A

*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.
** Note that the 2015 collection consisted of many more metrics than 2014, so indicators are not entirely comparable year-over-year.
*** The introduction of new metrics 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

- 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 – Office of 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