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

- **Enhancing Benchmarking Data Quality –** In preparation for the 2016 round of data collection, the GSA-based Benchmarking team worked with representatives from the CXO Councils to refine the Efficiency and Quality benchmarks gathered during 2015. They eliminated several metrics that proved less valuable than expected, added selected new measures, and improved overall definition consistency. Also, a focus for this year, was improving data comparability among agencies by implementing new methodologies for collecting and calculating metrics—particularly for Financial Management, IT, and HR. The changes made to the metrics for FY 16 were driven by customer feedback and will enhance the metrics usability and increase the level of engagement and buy-in from mission-support functions across government.

- **Leveraging Cross-Agency Data to Support Decision Making and Inform Policy –** OMB and GSA partnered with each of the CxO Councils (CAOC, CFOC, CHCOC, CIOC, Federal Real Property Council) to conduct an analysis of benchmarking results on a cross-agency basis. The goal was 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. This analysis will prove helpful to agencies in making management decisions, and will inform government-wide policy development.

- **Improving Data Comparability with Shared Service Providers –** The Benchmarking team is currently working with Treasury Dept.'s Financial Innovation and Transformation (FIT) team and the Unified Shared Services Management team at GSA to harmonize data collection efforts, which will enhance comparability of financial management cost and quality measures at agencies with those of Financial Shared Service Providers.

- **Increasing Agency Usage of Benchmarking Data –** The Benchmarking team is placing strong emphasis on improving and growing agency usage of Benchmarking data. The team is structuring engagements with a handful of interested agencies to mine their benchmark results. Potential outcomes may include diagnosing areas of underperformance, identifying pockets of excellence for broader application within the agency (and across govt.), and/or integrating the Benchmarking metrics into agency internal dashboards and decision-making processes.

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 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 • Overall % of metrics data collected across all 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	

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	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 2016	Complete	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
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	On track	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	On track	OMB, GSA
GSA and OMB develop five State of the Function trend reports – one for each mission-support function	October 2016	Not started	OMB, GSA

Key Indicators

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

** 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.

Key Indicators (continued)

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