Benchmark and Improve Mission-Support Operations

Goal leaders:

Dave Mader, Controller, Office of Federal Financial Management, Office of Management and Budget
Denise Roth, Acting 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 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

- Completed collection of the second round of Efficiency benchmarks and the first round of Effectiveness benchmarks during Q2 2015. In all, there are 40 cost/efficiency measures and more than 30 quality measures spanning five mission-support functions. The General Services Administration (GSA) and the Office of Management and Budget (OMB) are partnering with agencies to validate the data, conduct analysis and design visual representations that best enable agencies to interpret the results.

- To bolster measures of service quality, GSA conducted an extensive survey across 23 of the 24 CFO Act agencies to better understand customer satisfaction with agency mission-support services. The survey asked internal customers at each agency about their satisfaction with a range of specific services provided by Contracting, Financial Management, Human Capital, and IT (GSA's Tenant Satisfaction Survey furnishes information on the Real Property function). The survey was deployed to 130,000 supervisors and senior executives across agencies, and nearly 23,000 responses were received. Individual agency response rates ranged from 8% to 46%. The results have already begun to provide insight into effective service delivery practices and opportunities for improvement . Agencies will also gain a deeper understanding of how well they are serving different segments of their internal customers, based on demographic information collected from respondents.

- The availability of cost, quality and customer satisfaction benchmarks provides CxOs and agency leadership with a comprehensive view of mission-support performance, including the relationship between expenditures and service quality. Agencies are able to compare their mission-support performance to peers, compare their own components against one another, and to components across government. The information also has the potential to inform budget discussions so that mission-support resources are allocated as productively as possible.

Action Plan Summary

Sub-Goal	Actions to Achieve Impact	Key Indicators
Reduce administrative costs and improve service quality in **acquisition functions**	• 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/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, 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	**Year One** • % 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 **Years Two and Three** • 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**
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
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 FY 2016*	On Track	OMB, OPM (HRLOB), Treasury (FIT)
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	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 2015	On track	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	On track	GSA, OMB, OPM

* Efforts to gather benchmarking data from shared services providers are ongoing, with varying progress across the FM, HR and IT functions. However, due to the intensive focus in the near-term on analyzing data that was collected directly from agencies, as well as conducting FedStat meetings with the benchmark results, the shared services benchmarking milestone due date will be moved to early FY 2016.

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 bureaus/components contributing all data within [function]*	Agency Data Calls	Annual	N/A	N/A	N/A	N/A
% of CFO Act agencies participating in benchmarking evaluation meetings with OMB/GSA	GSA project team	Annual	100%	100%	To be determined in Q3 2015	N/A
Overall % of metrics data collected across all five functions**	Agency Data Calls	Annual	93%	100%	91%	Decrease

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* 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. 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						
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%	80%	Decrease
Overall response rate on customer satisfaction survey	GSA-led survey	Annual	N/A	No target for first deployment	17.9%	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. 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.

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.

Acronyms

- CFO – Chief Financial Officer
- CxO – Chief Executive 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