



## Shifting From Low-Value to High-Value Work

### Goal Leaders:

**Allison Brigati**, Deputy Administrator, General Services Administration

**Gerard Badorrek**, Chief Financial Officer, General Services Administration

**Peter Warren**, Associate Director for Performance and Personnel Management, Office of Management and Budget

**Dustin Brown**, Deputy Assistant Director for Management, Office of Management and Budget

July 2020



# CAP GOAL 6 OVERVIEW



## Goal Statement

Federal agencies will shift time, effort, and funding from low to high-value work through the elimination of unnecessary requirements, burden reduction, optimization and streamlining, and workload automation. Based on the 2020 Customer Satisfaction Survey, Federal employees on average spend an estimated 275 hours per year on work they consider low-value. Over the next two years we will work to reduce the government-wide average by 15%, which could reduce the total hours of low value work employees have identified by up to 25 million hours.



## Challenge

All Federal Agencies are charged with effective stewardship of taxpayer funds, a responsibility that requires both critical mission achievement and a continuous focus on improving operational efficiency. Time, energy, and resources spent performing repetitive, manual processes, and adhering to unnecessary and obsolete policies, hinders Agencies' ability to achieve effective stewardship.

Agencies must actively work to eliminate low value, legacy requirements that persist over time despite changes to the challenges they were intended to solve, optimize low value, manual processes that absorb time and resources, and leverage automation to create organizational capacity.



## Opportunity

Federal Agencies can identify and streamline operational processes to improve the pursuit of mission outcomes and increase the effectiveness and efficiency of Government.



### **The strategies and actions of this CAP Goal are working toward a future in which:**

- Agencies eliminate, optimize, or automate repetitive and tedious work. This will include process optimization, workload elimination, and task automation through Artificial Intelligence (AI) and Robotic Process Automation (RPA).
- Federal managers report burdensome, wasteful, and low-value work through the annual Customer Satisfaction Survey administered by GSA. The President's Management Council reviews the responses and take action to respond, so that Federal managers reduce the percentage of their time spent on low-value work.
- The Executive Branch identifies outdated and burdensome reporting and other legal requirements for Congress.
- OMB and agencies monitor the cost of new laws and administrative requirements and work to achieve no net new burden through corresponding reductions to outdated requirements.



**ALLISON  
FAHRENKOPF BRIGATI**

General Services  
Administration  
Deputy Administrator



**PETER WARREN**

OMB  
Associate Director for  
Performance and Personnel  
Management



**GERARD BADORREK**

General Services  
Administration  
Chief Financial Officer



**DUSTIN BROWN**

OMB  
Deputy Assistant Director  
for Management

## Goal Team:

### **General Services Administration, GSA**

Jon Clinton, James Geoghegan, Steven Babitch, and Steven Varnum

### **Office of Performance and Personnel Management (OPPM), OMB**

Mark Bussow, Matthew Eliseo, Anthony Garza, Adam Lipton

### **Office of the Chief Information Officer (OFCIO), OMB**

Justin Grimes, Cleo Fleurima

### **Office of Personnel Management, OPM**

Veronica Villalobos





## CAP Goal 6: Shifting from Low to High Value Work

WORKLOAD  
AUTOMATION

**STRATEGY 1:**

Facilitate Agency adoption of innovative automation technologies.

WORKLOAD  
REDUCTION

**STRATEGY 2:**

Foster Agency identification and delivery of impactful workload reduction initiatives.

REQUIREMENT  
ELIMINATION

**STRATEGY 3:**

Eliminate outdated reporting requirements.

BURDEN  
ASSESSMENT

**STRATEGY 4:**

Institute assessment of burden as part of OMB guidance development.



# CAP GOAL 6 HIGHLIGHTS

## RECENT RPA PUBLICATIONS

### RPA Program Playbook

Accelerating adoption of Robotic Process Automation (RPA) across the federal government through best practices, lessons learned, and proven strategies for RPA program development and maturity.

Version 1.1 - Published by the Federal RPA Community of Practice  
January 17, 2020



### EXECUTIVE GUIDE

#### Creating a Robust Controls System for RPA Programs

RPA technologies can achieve transformational outcomes for agencies within aggressive timeframes. With such great potential impact, it is unsurprising that RPA implementations can create compliance and control risks for agencies. This addendum provides practical insights for federal programs looking to minimize the risks and controls challenges associated with successfully implementing RPA.

Version 1.0 - Published by the Federal RPA Community of Practice  
June 1, 2020



Available at: <https://digital.gov/communities/rpa/>

## RECENT RPA EVENTS

### EVENT REMINDER

**REMINDER:** The Federal RPA CoP Open Forum Event will take place this Thursday, April 16th from 2:00 - 3:00 PM EST. Sign up now!

The Open Forum features three experts with wide-ranging experience. This is your opportunity to **have your RPA questions answered** - please submit them via the registration page.

The meeting will take place on Adobe Connect at [meet.gsa.gov/joinrpaop](https://meet.gsa.gov/joinrpaop) or Conference Phone number (+1) 844-419-4704 with conference code **2003340409**

**James Gregory**  
GSA, RPA Program Manager

- 25 years IT experience
- Oversees GSA's RPA Program with almost 50 automations deployed

**Dave Weekley**  
US Treasury, Director of Operations Support

- Leads Treasury's RPA Program with over 30 automations deployed
- Automations across 6 different business functions

**Mark Grigorch**  
GSA, RPA Developer

- Built complex automations involving API and third-party
- Leading GSA's platform migration and installation

RPA CoP Forum – April 16, 2020

### EVENT ANNOUNCEMENT

#### Crossing the 10 Bot Threshold: Tips and Strategies for Scaling RPA Programs

Thursday, April 23, from 11:00 AM - 12:00 PM EST

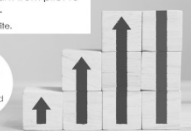
Three Federal RPA Program Leaders give expert advice on how to mature your program from pilot to high-performing in a rapid timeframe.

Hosted on Webex: Please see CoP calendar invite.

**Pam Wolfe**  
NASA, RPA Program Manager

**John Felsted**  
DIA, RPA Program Manager

**Anthony Cavallo**  
GSA, Bot Factory Lead



Crossing the 10 Bot Threshold: Tips and Strategies for Scaling RPA Programs – April 23, 2020.

### EVENT ANNOUNCEMENT

#### Automating Acquisition: High Impact RPA Use Cases

This event will feature Federal RPA SMEs who will demonstrate successful automations from Acquisition organizations around Government, and will provide attendees with high impact use cases they can identify in their own agencies.

**Jeff Lou**  
Regional Commissioner  
Federal Acquisition Services

**Mike Griseo**  
RPA Developer  
General Services Administration

**Bryan Lane**  
AI Lead  
Technology Transformation Services

Thursday, May 14th from 11:00 - 12:00 PM EST.  
Calendar invite will follow.

Automating Acquisition: High Impact RPA Use Cases – May 14, 2020.

### EVENT Announcement

#### RPA Communities of Practice Agile Federal Workforce Forum

Sign up now! The forum will feature expert panels exploring how to create an effective federal workforce in the age of automation.

**JOIN US!**  
Thursday, May 28, 2020  
10:30 AM - 12:00 PM EST



Barbara Morton  
VA



Cynthia Bryant  
IRS



Andrea Jones  
HUD



Sandra Scarbrough  
NIH



Veronica Villalobos  
OPM



Julie Totham



Tim Curry  
OPM



Dr. Rebecca Thacker  
OPM



Thomas Herndon  
HUD

Agile Federal Workforce Forum – May 28, 2020.



## Strategy 1: Workload Automation

Facilitate Agency adoption of innovative automation technologies.

Workload automation technologies like Robotic Process Automation (RPA), Artificial Intelligence (AI), and Machine Learning can provide Agencies with the organizational capacity needed to transition from low to high value services. This strategy seeks to help Agencies select optimal solutions, overcome common technology, management, and operational challenges, and implement automations that create engaged and high-performing organizations.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Establish an RPA Federal Community of Practice (COP) to share information, technical options, and best practices to accelerate RPA deployment across Federal agencies.	Completed (Q4 FY19)	COP established with over 900 federal employees as members. 12 practice areas established with volunteer government leaders for each.	GSA	
Develop and disseminate an RPA Program Playbook with insights and best practices for maturing agency RPA capabilities.	Ongoing	<b>Q1FY20:</b> Content generated by 12 practice areas and initiation of review process. <b>Q2FY20:</b> Completion and dissemination of final playbook on digital.gov. Nearly 5,000 downloads to date. <b>Q3FY20:</b> Completion and dissemination of playbook addendum 1 – “Establishing a Robust RPA Controls Environment.” <b>Q4FY20: Planned</b> – Completion and dissemination of playbook addendum 2 – “The State of Federal RPA.”	RPA COP	
Facilitate knowledge sharing initiatives that incorporate industry best practices, guidance for functional organizations (e.g., finance), and RPA program capabilities.	Ongoing	<b>Q4 FY19:</b> RPA Industry Day (700+ attendees) <b>Q1/Q2FY20:</b> RPA functional workshops held for Acquisitions and Finance (200+ attendees) <b>Q1/Q2FY20:</b> Capability workshops on RPA technology challenges and process selection and assessment (400+ attendees) <b>Q2/Q3FY20:</b> 10 webinars and in person events completed to date in FY20, with 6 more planned. Events include program capability and functional use case webinars / events. <b>Q4FY20: Planned</b> – Ongoing agency RPA Program mentoring with biweekly community meetings.	RPA COP	





## Strategy 1: Workload Automation (continued)

Facilitate Agency adoption of innovative automation technologies.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Develop, publish, and maintain a use case inventory of RPA automations and applications.	Q3 FY20	<b>Q2FY20:</b> - Completed initial collection of 300+ use cases to populate the inventory. <b>Q3FY20:</b> - Completed validation and cleansing of use case inventory data. <b>Q3FY20:</b> - Built use case inventory portal with capability to link to digital.gov. <b>Q3FY20: Planned</b> – Deployment of the RPA Use Case Inventory with an instructional manual for Federal Agencies.	RPA COP	
Collaborate with the CIO council, Federal CIOs, Federal CISOs, and Federal CPOs to provide recommendations on Federal IT standards for credentialing, ATO, and individual authorization to expedite RPA adoption Government-wide	Q4FY20	<b>Q2FY20:</b> Provided an Initial briefing to the CIO Council Executive Committee outlining technology policy challenges. <b>Q3/Q4FY20: Planned</b> – Conduct additional discovery and surveying on existing technology issues with the CIO Council working group. <b>Q1FY21: Planned</b> – Make recommendations to OGP policy writing group for inclusion in government-wide, standardized RPA policy.	GSA	
Facilitate the development of Government-wide automations to consolidate development efforts, leverage economies of scale, and increase efficiency.	Ongoing	<b>Q2FY20:</b> Completed contractor responsibility bot with potential for deployment government-wide. <b>Q3/Q4FY20: Planned</b> – Pilot contractor responsibility bot with other Federal Agencies. <b>Q4FY20: Planned</b> – Recommend funding mechanisms to facilitate government-wide shared automations. <b>Q1FY21: Planned</b> – Roll out additional government-wide shared automations as a service.	RPA COP / GSA	





## Strategy 1: Workload Automation (continued)

Facilitate Agency adoption of innovative automation technologies.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Develop, publish, and maintain a use case inventory of AI applications and initiatives.	Q4 FY20	In progress / On track On Track	AI COP	
Develop and disseminate an <i>AI Guide in Government</i> with insights and best practices for accelerating Agency AI deployments.	Q4 FY20	In progress / On track On Track	AI COP	
Convene a Government-wide RPA council with senior representation from Federal agencies to champion the execution of RPA implementation.	Q4FY20	Proposed approach in development.	GSA / OMB	



## Strategy 2: Workload Reduction

Foster Agency identification and delivery of impactful workload reduction initiatives.

Front-line Federal employees are the experts in identifying low-value work, as they are the ones who feel the burden of unnecessary requirements which distract them from accomplishing their mission and service objectives.

OMB and GSA will solicit input directly from employees on the frontlines and in programs, and provide it to agencies to identify opportunities for workload reduction. This will allow agencies to target areas identified by employees for improvement and allow them to shift time to higher value work. This information will also be made publicly available on Performance.gov.

To support agencies in reducing workload, GSA will scale their Eliminate, Optimize, and Automate (EOA) initiative to other agencies and develop a handbook and toolkit.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
GSA incorporates burden question within 2020 Benchmarking Manager Survey.	Q1FY20	Completed	GSA / OMB	
Analysis of data obtained from the 2020 Benchmarking Manager Survey. Final report will be provided to agencies.	Q3FY20	In progress / On track	OMB / GSA	
GSA develops and shares a case study on its agency-wide implementation of an Eliminate, Optimize, and Automate (EOA) initiative.	Q4FY20	<b>Q1FY20:</b> - Expanded the EOA initiative to 1,700 employees within GSA, netting identification of 500,000 hours of capacity. <b>Q3FY20: Planned</b> – Expand the EOA Initiative to ~7,000 employees within GSA. <b>Q4FY20: Planned</b> – Develop use case study and summary results document.	GSA	
Identify and collaborate with another Federal agency to deploy an EOA initiative.	Q4FY20	<b>Q4FY20: Planned</b> – Pilot agency begins rollout of EOA Initiative.	GSA	
EOA Strategy handbook and toolkit delivered to Agencies – detailing strategies for opportunity identification, project scoping, performance metrics, and employee engagement.	TBD	<b>Q1FY21: Planned</b> – Develop EOA Strategy handbook and toolkit for sharing with Federal agencies. <b>Q2 FY21: Planned</b> – Launch EOA initiatives with other Federal Agencies.	GSA	





## Strategy 3: Requirement Elimination

Eliminate outdated, duplicative, and unnecessary reporting requirements.

Federal agencies must comply with thousands of statutorily-mandated reporting obligations each year. Too often, these requirements persist over time despite changes to the circumstances they were intended to address. Time, money, and energy is lost complying with outdated, redundant, and unnecessary requirements that could be better spent accomplishing high-value objectives. Through the Government Performance and Results Act (GPRA) Modernization Act of 2010, Congress requires Federal agencies to identify for elimination or modification congressionally-required plans and reports that are outdated or duplicative.

With release of the 2020 Budget, agencies have previously identified **473** required plans and reports proposed for elimination or modification, and available on [Performance.gov](https://www.performance.gov).

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Update annual Agencies' Report for Congress (2020 List w/ FY 2021 Budget)	Q1FY20	Completed	OMB	
Report provided to Congress via Performance.gov (2020 List w/ FY 2021 Budget)	Q2FY20	Missed	OMB	
Update annual Agencies' Report for Congress	Q1FY21	Not started	OMB	
Report provided to Congress via Performance.gov (2021 List w/ FY 2022 Budget)	Q2FY21	Not started	OMB	



## Strategy 4: Burden Assessment

Institute assessment of burden as part of OMB guidance development.

Agencies must comply with hundreds of legacy operating requirements, built up over successive administrations, that persist over time despite changes to the circumstances they were intended to address. Time, energy, and dollars spent performing repetitive administrative tasks and complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.

To reduce the administrative and compliance burden on Federal agencies, OMB will develop a process for assessing and quantifying burden estimates associated with pending legislation or new management guidance. Through this process, the objective will be to achieve no new net burden annually.

OMB intends to develop and implement capabilities for reducing burden, to include integrated information storage and sharing technologies and automation software.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Develop burden-estimation methodology for new OMB guidance	Q4 FY20	In development	OMB	
Begin providing burden estimates for proposed legislation	TBD	In development	OMB	