



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

### Goal Leaders:

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# 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- The Executive Branch identifies outdated and burdensome reporting and other legal requirements for Congress.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of new laws and administrative requirements and work to achieve no net new burden through corresponding reductions to outdated requirements.



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

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## 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

## S1: WORKLOAD AUTOMATION

### Coming this Quarter...

- Launch of CoP RPA Program Mentoring Initiative.
- Initiate Federal RPA CoP Management Committee to accelerate adoption across Government.
- Draft a new Publication - *Establishing Unattended Automation*.
- Complete the planning for a Cross-Government RPA and AI Industry Day.

## RECENT CG6 PUBLICATIONS

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

### 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



*RPA Program Playbook*  
– January 17, 2020

### The State of Federal RPA

An Analysis of Government-Wide RPA Impact, Deployment, and Best Practices

Nearly two years after the first Robotic Process Automation (RPA) application was deployed in the federal government, RPA has become a widespread productivity automation tool. Several agencies are implementing the technology at scale and generating significant results aligned with CAP Goal 6, shifting work to high-value roles. This report assesses the impact of RPA to date, identifies implementation trends, and highlights best practices for future deployment.

Version 1.0 - Published by the Federal RPA Community of Practice  
November 17, 2020



*The State of Federal RPA Report* –  
November 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 control challenges associated with successfully implementing RPA.

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



*Creating a Robust Controls System for RPA Programs*– July 16, 2020

### Federal RPA Use Case Inventory

#### Instruction Manual

A step-by-step guide on how to access, navigate and leverage the Federal Robotic Process Automation (RPA) Use Case Inventory (UCI).

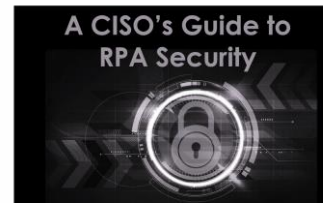
V1.0 - Published by the Federal RPA Community of Practice  
June 30, 2020



*Federal RPA Use Case Inventory* – June 30, 2020

## RECENT CG6 EVENTS

Available via the Federal RPA Community of Practice

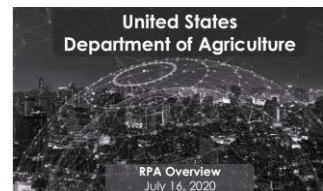


Federal RPA Community of Practice  
Thursday, October 15th from 11:00 AM - 12:00 PM EST GSA

*A CISO's Guide to RPA Security* - October 15, 2020



*Identity and Credentialing Procedures for AI* - July 9, 2020



*USDA RPA Program Overview* - July 16, 2020



*COP FY21 Kickoff and Outcomes* - October 1, 2020



*Industry RPA Program Showcase* - November 10, 2020



# CAP GOAL 6 HIGHLIGHTS

## S2: WORKLOAD REDUCTION

### Coming this Quarter...

- Additional EOA Pilots identified and launched.
- Publish an EOA Toolkit that all Federal Agencies can leverage to launch and successfully manage an EOA initiative.

## CAP Goal 6 Eliminate, Optimize, and Automate (EOA) Pilot Programs

- Progress to Date

	 GSA - Public Building Service	 ED - Office of Human Resources	 NASA - Mission Support
	Agency Lead: Allison Azevedo	Agency Lead: Antonia Harris	Agency Lead: Mary Davie
1 Ideation & Assessment	All staff survey launched with EOA instructional video. Over 350 responses received.	All staff survey launched. Facilitated ideation sessions with SMEs completed. Over 110 ideas were generated	EOA integrated into existing process improvement efforts (99 improvements identified) <b>Targeted Completion Date:</b> Dec. 2020.
2 Idea Adjudication	Functional teams of SMEs established to review ideas. 61 Projects surfaced to leadership for review.	Functional teams of SMEs established to review and prioritize ideas. <b>Targeted Completion Date:</b> Dec. 2020.	All staff survey being developed and launched. Scheduling workshops <b>Targeted Completion Date:</b> Jan. 2021.
3 Idea Scoping and Planning	Leadership team is working to complete action plans and select final projects. <b>Targeted Completion Date:</b> Feb. 2021.	Team are working to align ideas to goals and develop detailed action plans <b>Targeted Completion Date:</b> Feb. 2021.	Team are working to align ideas to goals and develop detailed action plans <b>Targeted Completion Date:</b> Feb. 2021.
4 Deployment	<b>Targeted Initiation Date:</b> Feb. 2021.	EOA program and portfolio is being stood up/results aligned to goals and IPPs <b>Targeted Initiation Date:</b> Feb 2021.	EOA program and portfolio is being stood up/results aligned to goals. <b>Targeted Initiation Date:</b> Feb. 2021.

GSA is actively working with CAP Goal 6 EOA Pilots to implement this process transformation methodology.





## 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 Upcoming	<b>Q4FY19:</b> COP established with over 900 federal employees as members. 12 practice areas established with volunteer government leaders for each. <b>Q1FY21:</b> Establish a Federal RPA CoP Management Committee to drive accelerated adoption. <b>Q1FY21:</b> Establish a cadre of mentors from Level 4 RPA Programs to lead mentoring sessions with agencies interested in adopting RPA.	GSA	
Develop and disseminate an RPA Program Playbook with insights and best practices for maturing agency RPA capabilities.	Completed Upcoming	<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>Q1FY21:</b> Completion and dissemination of playbook addendum 2 – “The State of Federal RPA.” <b>Q2FY21:</b> Completion of Playbook Addendum - Establishing Unattended Automation. <b>Q3FY21:</b> Update to RPA Playbook to incorporate lessons learned from advanced programs in FY21. <b>Q4FY21:</b> Completion and dissemination of the State of Federal RPA for FY21, to convey Federal progress.	RPA COP	





## Strategy 1: Workload Automation (continued)

Facilitate Agency adoption of innovative automation technologies.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Facilitate knowledge sharing initiatives that incorporate industry best practices, guidance for functional organizations (e.g., finance), and RPA program capabilities.	Completed Upcoming	<p><b>Q4 FY19:</b> RPA Industry Day (700+ attendees)</p> <p><b>Q1/Q2FY20:</b> Capability workshops on RPA technology challenges and process selection and assessment (400+ attendees)</p> <p><b>Q3/Q4FY20:</b> Conducted several joint webinars with the DevOps CoP to demonstrate the intersection of RPA technologies and DevOps approaches.</p> <p><b>Q3FY20:</b> Conducted Federal RPA CoP Maturity Survey to gauge government-wide RPA progress.</p> <p><b>Q4FY20:</b> Developed mechanisms for increasing private sector involvement in the CoP including a new listserv and communication outreach strategy.</p> <p><b>Q1FY21:</b> Inclusion of private sector presentations from vendors and integrators on emerging technologies and RPA approaches.</p> <p><b>Q1FY21:</b> Launch the new RPA Program mentorship model that aligns Level 4 RPA Programs with interested agencies in targeted sprints to increase program maturity.</p> <p><b>Q1-Q4FY21:</b> Webinars and knowledge sharing events held on a bi-weekly basis with total attendance targeting 5,000.</p> <p><b>Q2FY21:</b> RPA Industry Day to be held with participation of at least 500+ from across Government.</p>	RPA COP	
Develop, publish, and maintain a use case inventory of RPA automations and applications.	Completed Upcoming	<p><b>Q2FY20:</b> Completed initial collection of 300+ use cases to populate the inventory.</p> <p><b>Q3FY20:</b> Completed validation and cleansing of use case inventory data.</p> <p><b>Q3FY20:</b> Built use case inventory portal with capability to link to digital.gov.</p> <p><b>Q4FY20:</b> Deployment of the RPA Use Case Inventory with an instructional manual for Federal Agencies.</p> <p><b>Q4FY20:</b> Launch of feedback mechanisms within the Use Case Inventory to facilitate government-wide collaboration.</p> <p><b>Q1-Q4FY21:</b> Refresh the Use Case Inventory with updated content throughout FY21.</p>	RPA COP	



## Strategy 1: Workload Automation (continued)

Facilitate Agency adoption of innovative automation technologies.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Facilitate Accelerated RPA Pilots to rapidly move Federal agencies up the program maturity scale.	Completed Upcoming	Q1FY21: Identify RPA pilots to be pursued during FY21. <ul style="list-style-type: none"><li>• <b>Outcome:</b> At least 5 programs advance 2 levels on the program maturity scale during FY21.</li></ul>	RPA COP / GSA	
Develop, publish, and maintain a use case inventory of AI applications and initiatives.	Completed Upcoming	Q1FY21: Final Version to be Published	AI COP / GSA	
Develop and disseminate an <i>AI Guide in Government</i> with insights and best practices for accelerating Agency AI deployments.	Completed Upcoming	Q1FY21: Completion and dissemination of final AI Guide on digital.gov.	AI COP / GSA	



## 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.	Completed Upcoming	Q1FY20: Completed	GSA / OMB	
Analysis of data obtained from the 2020 Benchmarking Manager Survey. Final report will be provided to agencies.	Completed Upcoming	Q4FY20: Completed	OMB/ GSA	
GSA develops and shares a case study on its agency-wide implementation of an Eliminate, Optimize, and Automate (EOA) initiative.	Completed Upcoming	Q1FY20: - Expanded the EOA initiative to 1,700 CXO employees within GSA, netting identification of 500,000 hours of annualized capacity. Q4FY20: GSA CXO EOA Initiative identified over 700,000 hours of annualized capacity, and at end of FY will have implemented over 400,000 hours. Q1FY21: Develop GSA case study on its effective rollout of EOA as a lessons learned document for interested Federal agencies.	GSA	



## Strategy 2: Workload Reduction (continued)

Foster Agency identification and delivery of impactful workload reduction initiatives.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Identify and collaborate with Federal agencies to deploy EOA pilots.	Completed Upcoming	<b>Q1-Q4FY20:</b> Launch EOA pilots within GSA PBS, NASA Mission Support Directorate, and Department of Education Office of Human Resources. <b>Q4FY20:</b> Identify EOA pilots to be pursued during FY21. <b>Q1-Q4FY21:</b> Fully deploy EOA pilots. <ul style="list-style-type: none"><li><b>Outcome:</b> Launch EOA Pilot projects within at least 5 different agencies.</li></ul>	GSA	
EOA Strategy handbook and toolkit delivered to Agencies – detailing strategies for opportunity identification, project scoping, performance metrics, and employee engagement.	Completed Upcoming	<b>Q2FY21:</b> Develop EOA Strategy handbook and toolkit for sharing with Federal agencies (using lessons learned from pilot implementations).	GSA	
GSA incorporates burden question and associated revisions into the 2021 Benchmarking Manager Survey.	Completed Upcoming	<b>Q1FY21:</b> On track	GSA / OMB	
Analysis of data obtained from the 2021 Benchmarking Manager Survey. Final report will be provided to agencies.	Completed Upcoming	<b>Q3/Q4FY21:</b> On track	OMB/ GSA	

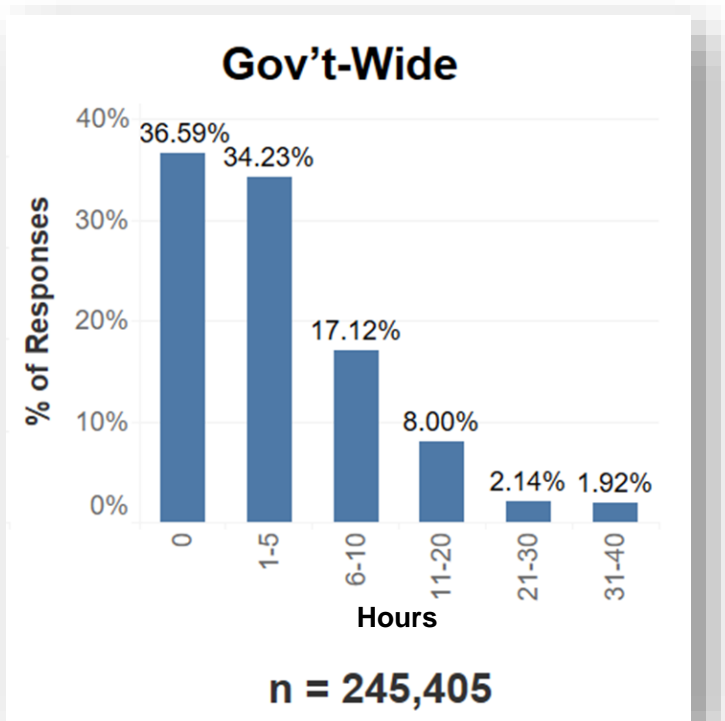


# Snapshot Results of 2020 Burden Reduction Questions

**Overview.** The 2020 Customer Satisfaction Survey (CSS) questionnaire administered by GSA added for the first time questions related to Burden Reduction, surveying all federal employees at the CFO-Act agencies. Specifically, Federal employees completing the questionnaire were asked **“In your typical 40 hour week approximately how many hours would you classify as “low value” work?”** Additional qualitative data was also collected in the form of comments from respondents describing an example of one burdensome administrative task or process which they believe is “low value.”

The CSS program collected 245,405 responses to this question. Government-wide results shown below reflect an average of over 5 hours, or approximately 13%, of the typical 40-hr work-week are considered as low-value work.

**Next Steps.** The CAP Goal team led by OMB’s Performance Team in conjunction with GSA’s D2D team continue to explore opportunities for management improvements based on this unstructured data, reviewing both government-wide and agency results while maintaining privacy and confidentiality of respondents.





## Strategy 3: Requirement Elimination

Eliminate outdated, duplicative, and unnecessary reporting requirements.

**Overview.** 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.

**List for the 2021 Budget Year.** Although hundreds of reporting requirements have been proposed for elimination each year, Congress has rarely taken action, resulting in a list of reports proposed for elimination by the Executive Branch that is largely the same from one budget year to the next. Taking an opportunity to draw the attention of the Congress to a particular set of reports as the Administration works with them in a new targeted approach, the listing released as part of the 2021 Budget is comprised of a limited subset of plans and reports previously proposed for elimination or modification to the Congress. With this year's listing, the Administration has issued a streamlined list that incorporates report-reductions previously proposed by the Executive Branch and that were endorsed earlier this year by the Senate Committee on Homeland Security and Government Affairs in Senate Bill [S.2769](#) (short title: "Congressional Reporting Burden Reduction Act"), along with a select few of other particularly outdated or unnecessary reporting requirements. Download the 2021 Budget list at [performance.gov/elimination](https://performance.gov/elimination).

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Update annual Agencies' Report for Congress (2020 List w/ FY 2021 Budget)	Completed Upcoming	Q1FY20: Completed	OMB	
Report provided to Congress via Performance.gov (2020 List w/ FY 2021 Budget)	Completed Upcoming	Q3FY20: Completed	OMB	
Update annual Agencies' Report for Congress	Completed Upcoming	Q1FY21: In-progress	OMB	
Report provided to Congress via Performance.gov (2021 List w/ FY 2022 Budget)	Completed Upcoming	Q2:FY21: On track	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	Completed Upcoming	Q4FY20: In development / On track	OMB	
Begin providing burden estimates for proposed legislation	Completed Upcoming	TBD: In development	OMB	