


Deloitte Government & Public Services (GPS)

GPS Operating Model

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Government & Public Services (GPS) brings together our Federal, State and Local, and Higher Education practices, aligning complementary capabilities to establish Deloitte as the premier professional services provider in the public sphere. Our practice solves end-to-end GPS client challenges, ranging from immigration and transportation to health care and education. It enables practitioners who are passionate about public service to focus more closely on serving the clients that interest them most.


**Mike Canning**
Leader | Deloitte GPS

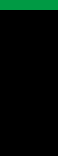
Mike Canning is the US GPS practice and GPS Consulting Leader. For more information about Mike and other businesses, sectors and enabling area leaders, visit the [GPS](#) web page. From the left-hand navigation, expand "Find leaders and build your network" and then select "Leadership" to learn more about the leaders. Additionally, you can review the decks under the [GPS Leadership Navigator](#) in the FLIP App.


Businesses
What we sell and deliver


Sectors
Who we serve


[State, Local, & Higher Education](#)

[Federal Health](#)

[Defense, Security & Justice](#)

[Civil Government](#)

**GPS Consulting**
[Offering Portfolios](#)
(defined below)


**GPS Risk and Financial Advisory**
[Offering Portfolios](#)
(defined below)

The GPS practice utilizes a matrixed structure. One side of the matrix is referred to as **Businesses**. This reflects "what we sell and deliver." The other side of the matrix is the **GPS Sectors**. This reflects "who we serve."

All GPS clients are organized into one of the four Sectors and GPS client engagements can involve one or both Businesses.

In addition to Consulting and Risk and Financial Advisory, GPS also has a set of enabling areas, which provides direct support to the GPS practice.

Scroll down to see additional details of the *GPS Consulting* and *Risk and Financial Advisory* businesses. Click the links throughout the document to learn more.

**GPS Enabling Areas – How We Execute**

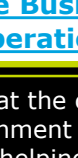
[Operational Excellence](#) | [Client and Sales Excellence](#) | [Delivery Excellence](#) | [Talent and Inclusion](#)

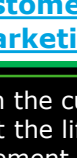
For more information on the enabling areas, click [here](#).

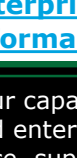
**GPS Consulting**


For more information, visit the [GPS Consulting](#) web page.


Offering Portfolios

**Core Business Operations**
Operates at the center of our government clients' business, helping c-suite and program leaders transform their organizations and accelerate mission execution, through emerging and disruptive technologies, innovative business models, re-tooled program operations and industry-driven solutions.

**Customer & Marketing**
Focuses on the customer throughout the lifecycle of the engagement including human centered design strategies, enhanced user experiences, digital strategies and solutions and service delivery modernization for government clients.

**Enterprise Performance**
Includes our capabilities in finance and enterprise performance, supply chain, enterprise technology, Oracle, SAP and Workday.

**Human Capital**
Focuses on helping organizations manage and sustain their performance through their most important asset: their people.

**Strategy & Analytics**
Advises decision-makers on transforming, improving and modernizing their business.

Offerings
Follow the links below to learn more about the offerings and sub offerings.

Operations Transformation

- Emerging Business Models
- Operations Excellence

Systems Engineering

- Application Architecture
- Application Modernization
- Integration Services
- Mission Systems Engineering (MSE)
- Service Delivery Optimization (SDO)
- Systems Design & Engineering

Cloud Engineering

- Infrastructure & Engineering
- Managed Services
- Migration
- Native Development & Integration
- Strategy

Health Technology

- Medicare & Medicaid Enterprise Systems (MMES)
- Personal Health Technology
- Public Health Technology

Customer Strategy and Applied Design

- Customer strategy and experience
- Pricing, product and commercial spend
- Applied innovation
- Digital strategy

Digital Customer

- Service Excellence
- Flexible Consumption
- Digital Experience
- Digital Foundry
- Digital Mix
- Government Portals

Advertising, Marketing and Commerce

- Branding & Advertising
- Human Experience (Hux)
- Marketing Technology
- Digital Commerce

Human Services Transformation

- Children's Services
- Child Support Enforcement
- Eligibility & Enrollment
- HS Program Analytics
- Labor & Workforce Development

Emerging ERP Solutions
Finance and Enterprise Performance

- Finance Strategy & Transformation
- Business Finance & Analytics
- Shared Services
- Finance Operations
- Real Estate & Location Strategy

Oracle

- Enterprise Managed Services
- Services Transformation
- Digital Transformation
- Supply Chain Transformation
- Finance Transformation

SAP

- SAP S/4 HANA - Cloud Transformation
- SAP Digital Transformation
- SAP Enterprise Transformation
- SAP S/4 HANA - Supply Chain Transformation
- SAP S/4 HANA - Finance Transformation

Supply Chain and Network Operations

- DSN Strategy, Insights & Advanced Solutions
- Supply Management & Digital Procurement
- Manufacturing Strategy & Smart Operations
- Synchronized Planning & Fulfillment
- Energy Reform

Technology Services Optimization

- Technology Transformation & Operations
- ServiceNow

HR Transformation (HRT)

- HR Strategy and Excellence
- Workday Enabled HRT
- SAP/SF Enabled HRT
- Oracle Enabled HRT
- Digital HR Strategy & Solutions

Organization Transformation (OT)

- Organization Strategy, Design & Transition
- Change Strategy & Analytics
- Training & Communications Strategy, Design and Delivery
- Cultural Transformation
- Actuarial and Insurance Solutions

Workforce Transformation (WTF)

- Workforce Strategy, Composition and Solutions (Talent Acquisition, Workforce Planning)
- Leadership and Succession
- Learning and Career Mobility
- Rewards and Wellbeing

Human Capital as a Service (HCaaS)

- Bersin
- HC Managed Solutions
- Gateway
- HR FedForward
- Research and Sensing as a Service

***Ensure you are connected to VPN to access these links.**
Strategy*

- Government & Program Strategy
- Strategic Transformation
- Technology Strategy
- Analytics & Cognitive*
- AI Insights & Mission Analytics
- Robotic & Intelligent Automation
- Data & Analytics Modernization

Assets (formerly Hybrid Solutions & Incubation)*

Note: Each offering portfolio has a Cross Consulting Group (CCG), which is a cohort of individuals, including analysts, consultants and senior consultants, who have all been assigned to work in an assigned portfolio across GPS.


CBO CCG | **C&M CCG** | **EP CCG** | **HC CCG** | **S&A CCG***


**GPS Advisory**


For more information, visit the [GPS Advisory](#) web page, as well as the [US GPS Risk and Financial Advisory Markets](#) web page.

NOTE: In FY21, GPS Advisory is shifting to a new operating model that will enable the relentless execution of our vision. The Offering Portfolios and Offerings shown here represent the new operating model and updated information on KX is coming soon. Please visit the [Risk & Financial Advisory 5x25 Strategy](#) microsite and the [Strategy Guide](#) for more information and broader context around this shift and strategy.

Offering Portfolios

**Accounting & Internal Controls**
Services that focus on addressing issues and risks relating to accounting and financial reporting, assurance needs, infrastructure, valuation, risk assessment and efficacy of internal controls system.

**Cyber & Strategic Risk**
Services that focus on tackling enterprise-level risks through their lifecycle and strategize and respond to the risks associated with the reliability and protection of data and associated processes and technology.


**Regulatory & Legal Support**
Services that focus on addressing our clients' needs to manage regulatory compliance, enforcement actions, litigations, disputes, fraud, waste and abuse and other investigation-related matters (excluding the practice of law).

Offerings

- Accounting & Reporting
- Capital Assets
- Valuation, Modeling & Financial Advisory
- Internal Audit

- Cyber Application
- Cyber Data
- Cyber Identity
- Cyber Infrastructure
- Cyber Strategy, Defense, and Response
- Strategic Risk/Enterprise Risk Management
- Crisis & Grants Management

- Discovery & Data Management
- Program Integrity
- Investigations & Intelligence
- Regulatory, Compliance, & Operational Risk

**How We Execute**
(Operational Excellence, Client and Sales Excellence, Delivery Excellence, Talent and Inclusion)

For more information, visit the [GPS Enabling Areas](#) web page.

Note: These teams may be led by GPS Leadership from client service or enabling areas.

**GPS Operational Excellence**
GPS Operational Excellence supports operations and regulatory compliance
[Learn more: GPS Operational Excellence](#)
[GPS Operational Excellence Overview](#)

GPS Finance
Provides business planning and financial analysis for the GPS practice.

- GPS Finance
- GPS Engagement Financial Advisors
- GPS Accounts Receivable
- GPS Financial Planning and Analysis
- GPS Pricing and Estimating Group
- GPS Accounting

GPS Contracts
Supports engagement teams throughout the contract lifecycle.

- GPS Contracts
- Procurement Strategy and Business Intelligence
- GSA Schedules, GWACs, MACs Group
- Office of Small Business Programs (OSBP)
- GPS Engagement Startup
- GPSC Contracts Property
- GPS Contracts Closeout


GPS Compliance
Assesses, monitors and manages regulatory compliance requirements.

- GPS Compliance, GPS Compliance Advice and GPS Audit Support
- GPS Compliance Scorecard

GPS Operations and Technology
Provides effective solutions for client service and enabling areas.

- GPS Operations and Technology
- GPS Business Systems
- GPS Security
- GPS Business Services

Note: GPS Operations and Technology coordinates the relationship with GPS Information Technology Services (ITS) and Real Estate (RE)

**GPS Client and Sales Excellence**
GPS Client & Sales Excellence enables client leaders to drive exponential growth in the market and bring the best of Deloitte to our clients.
[Learn more: GPS Client and Sales Excellence](#)

GPS Sales Excellence
Provides the tools, resources, and experiences to help our teams win in the market.

- GPS Sales Excellence
- About Sales Excellence
- Client Relationship Executives
- Sales Executives
- Pipeline Analytics + Strategic Intelligence
- GPS Pursuit Center of Excellence
- Proposal Self Service
- GPS Pricing

GPS Client Excellence
Provides tools, frameworks and Deloitte resources enabling account leaders to deliver a consistent client experience, strengthen their client relationship and improve account performance.


- Lead Client Service Partner
- Client Account Managers
- Account Planning, Strategy and Segmentation
- Account Leader Succession Planning
- Account Leader Development and Community

GPS Marketing & Communications
Delivers bold campaigns that engage our clients and targets, win work and create advocates for Deloitte.

- GPS Marketing
- BrandSpace

GPS Client Accelerators
Differentiates Deloitte through eminence, labs and events.

- Client Accelerators

**GPS Delivery Excellence**
GPS Delivery Excellence enhances our delivery capabilities to create market differentiation, increase client satisfaction and respond to the increasing complexity and risk in our business.
[Learn more: GPS Delivery Excellence](#)

Delivery Quality
Partner with the business seamlessly and meaningfully to implement, detect and correct problems early and enhance earnings.


- Quality Management Program

Risk Management
Innovate how we manage risk in our growing and increasingly complex business to improve financial performance and protect the firm's assets and reputation.

- Business Conflicts Program
- Confidentiality and Privacy
- Risk Assessment and Consultation

Delivery Innovation
Empower the business to establish consistent and efficient ways to deliver services, ultimately driving sustainable improvements to our margins and building the foundation for innovation.

- Capability Maturity Model Integration (CMMI)
- Methods and Tools
- Project Launch Services
- Standardize for Earnings (SfE)

**GPS Talent and Inclusion**
GPS Talent and Inclusion executes the GPS talent and inclusion strategy, provides full life-cycle recruitment and staffing, drives performance management and compensation and delivers learning solutions across GPS.
[Learn more: GPS Talent and Inclusion](#)

GPS Evolving Workforce
Recruits and attracts the best talent for our business.
GPS Evolving Workforce
The team advises and executes the overall GPS recruiting strategy, providing full-lifecycle recruiting services. Teams are aligned by market offering portfolio, sector and/or type of hire (such as campus, experienced and PPMD).

GPS Learning and Development (L&D)
Develops/maintains learning and development strategy and curriculum for GPS practice.
GPS Learning and Development
The GPS Learning & Development (L&D) team develops and maintains GPS practice industry learning and curriculum for GPS practice and borrowed practitioners. They design, develop and deploy GPS learning and development programs.

GPS Resource Management
Optimizes workforce deployment by collaborating with GPS leaders and professionals.
GPS Resource Management
Resource Management (RM) is the science and art of effective deployment and re-deployment of the firm's resources. Our mission is to optimize the deployment of our workforce by collaborating with professionals and engagement leaders.

GPS Performance Management
Fuels the performance and development of our people and teams.
GPS Performance Management
Deloitte's approach to performance is grounded in frequent, meaningful conversations to fuel the performance and development of our people and teams. The heart of RPM is collaborating with one another and showing courage in sharing candid feedback to foster growth and development, real-time.

GPS Business Advisor
Strategizes, creates and delivers talent activities to enhance our practitioner's experience.
GPS Business Advisor
The GPS Business Advisor (BA) Organization partners with key business leaders in the practice to understand the business priorities to strategize, create and deliver talent activities to provide the absolute best experience for our practitioners.

GPS Inclusion & Well-being
Amplifies GPS culture with inclusion and well-being as a core value.
GPS Inclusion GPS Empowered Well-being
GPS Inclusion empowers everyone to be their authentic selves, to amplify GPS culture with inclusion as a core value and to develop and advance our practitioners at all levels. GPS Empowered Well-being is Deloitte's holistic approach for you to personalize the balance of body, mind and purpose.