Shifting From Low-Value to High-Value Work

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July 2020

PRESIDENT'S
MANAGEMENT
AGENDA

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- The Executive Branch identifies outdated and burdensome reporting and other legal requirements for Congress.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of new laws and administrative requirements and work to achieve no net new burden through corresponding reductions to outdated requirements.

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CAP Goal 6: Shifting from Low to High Value Work

WORKLOAD AUTOMATION	WORKLOAD REDUCTION	REQUIREMENT ELIMINATION	BURDEN ASSESSMENT
STRATEGY 1: Facilitate Agency adoption of innovative automation technologies.	**STRATEGY 2:** Foster Agency identification and delivery of impactful workload reduction initiatives.	**STRATEGY 3:** Eliminate outdated reporting requirements.	**STRATEGY 4:** Institute assessment of burden as part of OMB guidance development.

RECENT RPA PUBLICATIONS

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

RECENT RPA EVENTS

RPA CoP Forum – April 16, 2020

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

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

Agile Federal Workforce Forum – May 28, 2020.

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	**Q1FY20:** Content generated by 12 practice areas and initiation of review process. **Q2FY20:** Completion and dissemination of final playbook on digital.gov. Nearly 5,000 downloads to date. **Q3FY20:** Completion and dissemination of playbook addendum 1 – "Establishing a Robust RPA Controls Environment." **Q4FY20: Planned –** 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	**Q4 FY19:** RPA Industry Day (700+ attendees) **Q1/Q2FY20:** RPA functional workshops held for Acquisitions and Finance (200+ attendees) **Q1/Q2FY20:** Capability workshops on RPA technology challenges and process selection and assessment (400+ attendees) **Q2/Q3FY20:** 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. **Q4FY20: Planned –** Ongoing agency RPA Program mentoring with biweekly community meetings.	RPA COP	

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Develop, publish, and maintain a use case inventory of RPA automations and applications.	Q3 FY20	**Q2FY20:** - Completed initial collection of 300+ use cases to populate the inventory. **Q3FY20:** - Completed validation and cleansing of use case inventory data. **Q3FY20:** - Built use case inventory portal with capability to link to digital.gov. **Q3FY20: Planned –** 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	**Q2FY20:** Provided an Initial briefing to the CIO Council Executive Committee outlining technology policy challenges. **Q3/Q4FY20: Planned –** Conduct additional discovery and surveying on existing technology issues with the CIO Council working group. **Q1FY21: Planned –** 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	**Q2FY20:** Completed contractor responsibility bot with potential for deployment government-wide. **Q3/Q4FY20: Planned –** Pilot contractor responsibility bot with other Federal Agencies. **Q4FY20: Planned –** Recommend funding mechanisms to facilitate government-wide shared automations. **Q1FY21: Planned –** Roll out additional government-wide shared automations as a service.	RPA COP / GSA	

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 *AI Guide in Government* 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	

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	**Q1FY20:** - Expanded the EOA initiative to 1,700 employees within GSA, netting identification of 500,000 hours of capacity. **Q3FY20: Planned –** Expand the EOA Initiative to ~7,000 employees within GSA. **Q4FY20: Planned –** Develop use case study and summary results document.	GSA	
Identify and collaborate with another Federal agency to deploy an EOA initiative.	Q4FY20	**Q4FY20: Planned –** 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	**Q1FY21: Planned –** Develop EOA Strategy handbook and toolkit for sharing with Federal agencies. **Q2 FY21: Planned –** 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.

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	