

## **2016 Presidential Transition Project**

01/20/2016

### **Purpose:**

- Influence the formation of the next Administration's management agenda to ensure that whatever government does, it does well.
- Help the Federal government serve citizens more effectively, improve internal operations, and save money through the strategic application of information technologies by:
  - Removing barriers and introducing best practices in the areas of acquisition, human resources management, and risk/reward incentives.
  - Supporting a culture of innovation that rejects the "it's good enough for government" syndrome.
  - Improving the citizen experience by shifting the focus of government services to an external, citizen-centric approach – called "life events."
- Leverage ACT-IAC knowledge and strengths to achieve better results in government by:
  - Taking a bipartisan approach;
  - That leverages government and commercial expertise; and
  - Relies on transparent communication.

### **Why ACT-IAC?**

- Non-partisan, non-political.
- ACT consists of government employees dedicated to improving the use of technology for better outcomes.
- IAC is the industry advisory partner to ACT, with membership from over 500 technology companies.
- ACT-IAC members function daily at the crossroads of government, industry and technology, closely experiencing government's technology challenges.
- With broad industry participation, ACT-IAC members also see how industry addresses those same challenges, and are well positioned to compare, contrast, and recommend changes to the next administration.

## Why These Topics?

- We examined performance gaps between private sector and federal government in delivering effective technology solutions;
- We identified primary barriers that appear to be the causes of those gaps;
- We considered where private sector expertise could advise federal policy and actions; and
- We recognized that other organizations will also contribute on these and other topics.

## Proposed Topics

### Human Capital

**Situation:** Government has difficulty attracting and retaining technology professionals with the management and technology knowledge, skills, and abilities to deliver successful technology programs resulting in wasted money and poor outcomes for taxpayers.

**Mission:** Identify the primary differences between private sector and federal personnel policies that contribute to a results gap between federal and private sector technology programs, and develop recommendations to improve government performance.

**Execution:** Evaluate current proposals to reform Title V. Identify practical steps that managers can take under existing law to get better results. Identify two to three areas of reform that could improve future performance. Jointly with the team developing the Acquisition topic, consider how government should best source needed expertise, and develop decision criteria on when and how to decide on government employees versus commercial talent acquisition.

### Acquisition

**Situation:** Federal acquisitions policies promote transparency, control and auditability at the cost of innovation, employee motivation, and risk tolerance – characteristics that drive superior performance in private sector technology programs.

**Mission:** Identify the primary differences between private sector and federal approaches to develop, approve and execute technology programs.

**Execution:** Evaluate current DoD, GAO, and think tank studies from a commercial technology provider perspective. Recommend practical steps within existing law and regulation and propose two to three key reforms that would have the most positive impact on program results. Jointly with the team developing the Human Capital topic, consider how government should best source needed expertise, and develop decision criteria on when and how to decide on government employees versus commercial talent acquisition.

## **Budget**

**Situation:** The federal budget process often impedes technology program performance. Current authorities, policies and procedures as well as late Congressional action in the annual budget cycle do not meet the demand for rapid and incremental resource allocation required to support an effective approach to technology management. The result is substantial inability to deliver projects on time, with quality, and within budget.

**Mission:** Identify the primary opportunities to improve resource allocation within existing rules and two to three of the most important steps that the federal government could take to reform the federal budget process to allow for the rapid changes necessary in technology programs.

**Execution:** Evaluate leading studies by internal and external entities from a commercial technology perspective. Distill the results into a high level briefing suitable for a Presidential candidate.

## **Management Systems**

**Situation:** Government does not have the management systems necessary to consistently control the design, development, operations and maintenance of leading technology programs.

**Mission:** Develop and describe a better approach to dealing with the current management system and two to three elements of a new system. Propose ways to manage technology for improved performance outcomes.

**Execution:** Compare and contrast commercial and government management systems to identify common elements of success. Then identify the unique demands placed on the federal government from an HR, budget and acquisition perspective developed in topics #1 - #3 above while also addressing FITARA requirements.

## **Cybersecurity**

**Situation:** U.S. information systems, both public and private, are under constantly increasing attack from both individuals and nation states, threatening our ability to rely on information resources for defense or commerce purposes.

**Mission:** Identify the appropriate role for the federal government in cybersecurity protection for both government and private sector systems, and the primary inhibitors to effectiveness. Describe two to three actions the next administration must take to ensure our reliance on information systems does not endanger our security or economy.

**Execution:** Examine current federal cybersecurity policies and structures, identify weaknesses, and propose alternatives to strengthen. Portray a most likely outcome if changes are not enacted.

## **Innovation**

**Situation:** For 50 years, innovation in the federal government shaped the availability of products and services to the public, including the cardiac pacemaker, space flight, geospatial tracking, the Internet, and many others. Today however, Federal agencies are not viewed as “innovative” in their efforts and investments to evolve and change. The information technology revolution has shifted the locus of innovation from government to the private sector. The federal government’s ability to serve taxpayers more effectively and efficiently will be increasingly driven by the enormous scope and scale of commercial innovation.

**Mission:** Develop and describe a system to better incorporate commercial innovations to benefit the federal government based on proven effective private sector approaches. Show how government and related entities can reliably provide "on ramps" for commercial players seeking to apply the effectiveness of innovative, but commercially viable, technologies in the public sector.

**Execution:** Provide an overview of federal government "on ramps" today, including DARPA, HSARPA, In-q-tel, DoD 5000 OpTev, Title X prototyping and others. Analyze strengths, weaknesses, and availability across government. Propose alternatives to allow government to create or adopt new technologies to improve the efficiency and effectiveness of government.

## **State and Local Alignment**

**Situation:** Government services generally fall far short of meeting citizen’s expectations compared to their interactions with premier private sector organizations. Federal, state, and local governments must collaborate to meet the “lifecycle” of their constituents service expectations.

**Mission:** Describe what citizens expect of their government interactions based on premier private sector approaches. Analyze barriers to government achievement of that level of service. Propose two to three policy or administrative changes the next administration can enact to enable all levels of government to better serve constituents.

**Execution:** Examine private sector best practices and cite any examples of government organizations that achieve or approach this level. Examine causes of government service shortfalls, including “seams” between local, state, and federal. Analyze impactful changes that could be made by the next administration.

## **Customer Experience**

**Situation:** The public’s satisfaction with and trust in government is at an all-time low. The public expects to receive government services that meet modern-day standards for performance, access, and reliability, yet many agencies fail to meet them. There are many reasons why government services fall short, including the lack of priority customer experience

has been given within agencies, lack of a citizen-centric service culture, lack of a customer-focused governance structure within departments and agencies, and no measurement framework to assess customer experience in a common way across the government. Government-wide priorities have been established to improve public services, but agencies are slow to make change and in many cases lack the knowledge/willingness to change.

**Mission:** Using first-person research recently conducted by GSA, assess how the public really wants to interact with government. Identify a series of recommendations that include an overall national strategy for citizen services; a governance structure that brings senior agency officials together to report on their delivery of services as well as agency leads with responsibility for bringing all customer data together within an agency which will allow them to make customer-focused data driven decisions; describe how improved government open content can be leveraged across government to improve the consistency across government and create a government customer experience index that can be used to bring transparency to service levels.

**Execution:** Define customer experience to bring consistency to the term across government. Customer experience is the most critical factor to differentiating companies in the private sector which contributes to the public's expectations. Identify a strategy that will meet the public's expectations from the most basic needs such as someone answering a phone when they call, to understanding the content on government websites to requiring agencies to provide information via the public's channel of choice, post target and actual service levels online to inform the public of the current service levels. Identify how agencies can make incremental improvements to meet the public's needs.