



Agreeing on What We Can Share: Mission Support Business Standards

August 12, 2021



Agenda

Topic	Presenter
Mission Support Business Standards Overview	Courtney Anderson Office of Shared Solutions and Performance Improvement General Services Administration
Travel and Expense Business Standards and ETSNext	Mike Salter Office of Travel, Employee Relocation, Transportation General Services Administration
Financial Management Business Standards and Capabilities	Eric M. Lippold Office of Financial Innovation and Transformation Bureau of the Fiscal Service Department of the Treasury
Developing and Applying Financial Management Standards - Agency Perspective	Jeff Bobich Financial Management Division Office of the Chief Financial Officer Department of Homeland Security



Goal Statement

- Create a mission-driven government with modern technology and services that enables the workforce to better serve the American taxpayer.



Challenge

- Outdated processes and technology, coupled with a culture of compliance, have created an inflexible mission-support environment.
 - Common mission support services such as processing hiring transactions, managing finances, closing contracts, and processing payroll cost more than \$25B annually.
 - Rather than economizing by sharing services across the Federal government, we duplicate contracts, people, and technology across hundreds of locations.
 - Thirty-eight percent of Federal leaders report low satisfaction with mission support.



Opportunity

- Improve the efficiency and effectiveness of the Federal government's mission support services in the short and long term, leading to improved performance, customer experience, and operational costs.

Three Organizing Strategies

STRATEGY 1:

Agree on what we can share



Common business standards established through interagency working groups using the **Federal Integrated Business Framework (FIBF)** inform decision making needed to agree on what can be adopted and commonly shared.

STRATEGY 2:

Create centralized marketplace

Quality Service Management Offices (QSMOs) are designated by OMB to offer and manage a marketplace of services, technology, and integrated solutions, which meet FIBF standards.

STRATEGY 3:

Increase use of existing shared services

Existing Shared Services are viewed as mature, customer-centric, and provide demonstrated value to agency customers.

Strategy 1 Business Standards

Business Standards Leads
coordinate the development of
inter-agency standards.



**Core Financial
Management**



**Travel &
Expense**



**HR Management
Services**



**Grants
Management**



**Cybersecurity
Services**



**Contract
Writing**



**Electronic
Records Mgmt**



**Real Property
Management**



**Regulation
Management**

Problem Statement:

The federal government is a complex organization that serves many interests. Administering federal agency mail programs that meet agency missions and provide effective customer service in a cost efficient manner is a responsibility to the taxpayer.

GAO audit 17-581 found that federal agencies suffered from the lack of coordinated procurement efforts, resulting in higher prices and inconsistent service.

Why Business Standards?

Common business standards serve as a resource for agencies that inform decision-making and improve the quality and consistency of services.

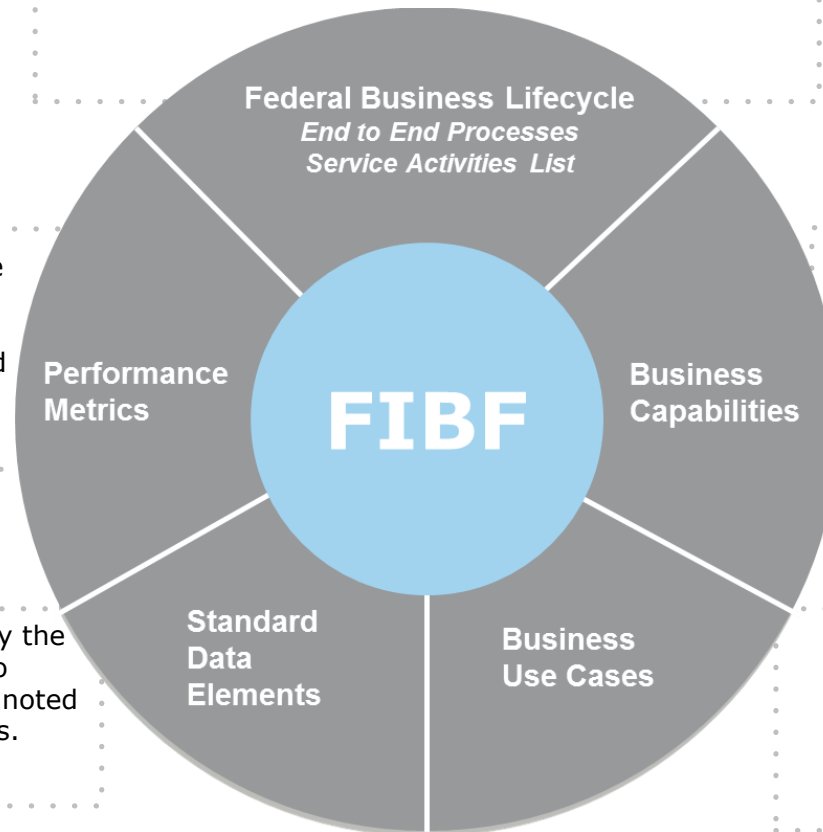
Business Standards are used in:

- Government-wide procurement actions;
- Onboarding prospective services and solutions;
- Agency Readiness Assessments and Planning.

The FIBF helps identify the business standards across the government:

*The **FIBF** is a model that enables agencies to better coordinate and document common business needs and focus on outcomes, data, and cross-functional end-to end processes. It is the essential first step towards standards that will drive economies of scale and leverage the government's buying power.*

Federal Business Lifecycles, functional areas, functions, and activities serve as the basis for a common understanding of what services agencies need and solutions that should be offered.



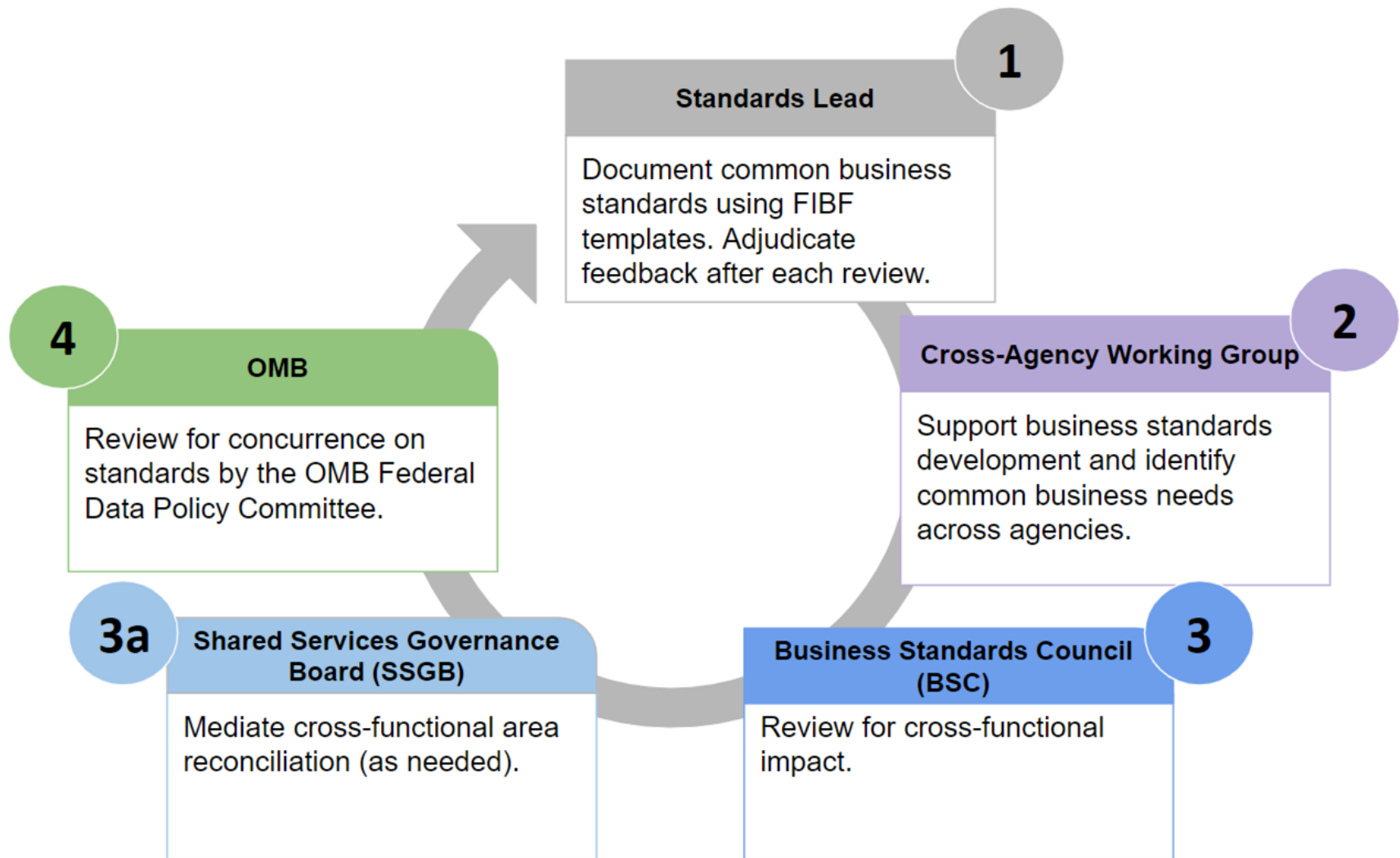
Performance Metrics define how the government measures successful delivery of outcomes based on timeliness, efficiency, and accuracy targets.

Business Capabilities are the outcome-based business needs mapped to Federal government authoritative references, forms, and data standards.

Standard Data Elements identify the minimum data fields required to support the inputs and outputs noted in the use cases and capabilities.

Business Use Cases are a set of agency "stories" that document the key activities, inputs, outputs, and other LOB intersections to describe how the Federal government operates.

FIBF Standards Governance Process



How are the Business Standards Being Used?

1. Translates Policy into Practice

Enables the Federal government to better coordinate and document common business needs based on authoritative policy across agencies, focusing on outcomes, capabilities, and data.

2. Cross-Functional Agreement

Obtains government-wide consensus on what business processes belong in each functional area to establish a shared understanding of the scope of services and coordination needed across QSMOs and agencies.

3. Agency Investment Review

Ensures agencies will be able to easily transition to a future solution offered in the QSMO marketplace.

4. Procurement

Works as a starting point for agencies' requirements and allows industry to offer innovative solutions based on the business standards.

5. Readiness Assessment

Supports strategic planning to improve mission support services by giving decision makers the data needed to identify future opportunity areas. This includes identifying opportunities for modernization based on common themes, and policy reform based on agency feedback.

Government-wide Business Standards Progress Dashboard

Functional Area	Designated Standards Lead	FIBF Component				
		Federal Business Lifecycle	Business Capabilities	Business Use Cases	Standard Data Elements	Performance Metrics
Core Financial Management	Treasury	✓	✓	✓	✓	1
Grants Management	HHS	✓	✓	✓	✓	1
Travel	GSA	✓	✓	✓	✓	3
Contract Writing	DHS	✓	✓	✓	1	1
Electronic Records Management	NARA	✓	✓	✓	4	1
Real Property Management	GSA	✓	✓	3	2	1
Cybersecurity Services (SOC & VDP)	DHS	✓	✓	3	1	1
HR Management Services	OPM	3	3	2	3	3
Regulation Management	GSA	3	3	1	1	1

1
Standards Lead

2
Cross-Agency Working Group

3
Business Standards Council (BSC)

3a
Shared Services Governance Board

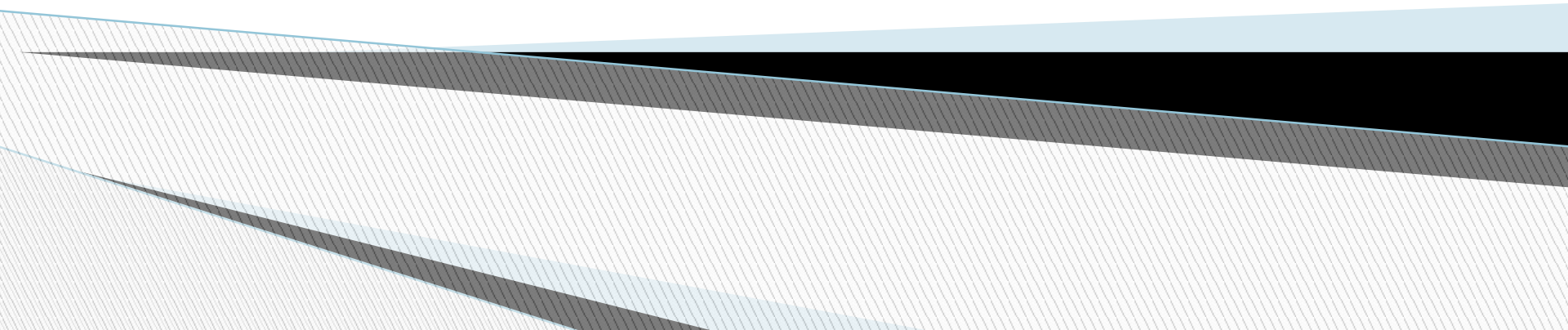
4
OMB

✓ = Baseline Standards Complete

Dashboard as of 8 / 2021
Latest Progress Available at:
<https://ussm.gsa.gov/fibf>

SSLC Business Standards Panel Aug 12, 2021

Mike Salter
Office of Travel, Employee Relocation,
Transportation
General Services Administration



Agenda

- ETSNext Overview
- T&E FIBF Overview

What is ETSNext?

ETSNext is the approach to the next generation of Travel & Expense (T&E) Management and was the motivation for T&E FIBF development.

Future State is based upon goals expressed by agencies for improved user experience and is supported by commercial best practices market research

Current State

Cumbersome User Processes

Outdated Platform and
Technologies

Customization

Operational Complexities

Multiple Data Silos

Future State Goals

Make Travel and Expense Easier

Modern Platform and Technologies

Minimized & Governed
Customization

Improved Operations

Accessible Data for Decision
Making

***T&E FIBF Business Standards are how we are
defining common requirements***

Where We've been . . . What's next

Business Case Recommendation & Market Research:

Two independent studies and current market research affirm moving toward a more centralized/shared service approach

ETS Journey

Before ETS

250 Separate
Systems

ETS1

3 Unique
Solutions, over
80 task orders

ETS2

2 Unique
Solutions,
59 task
orders

ETSNext

**Further
Consolidation and
Centralization**

Future ETS Vision:

- Modern Platform and Technologies
- Minimized, Governed Customization
- Simple Standards-based User Processes
- Improved Operations
- Data for Decision Making

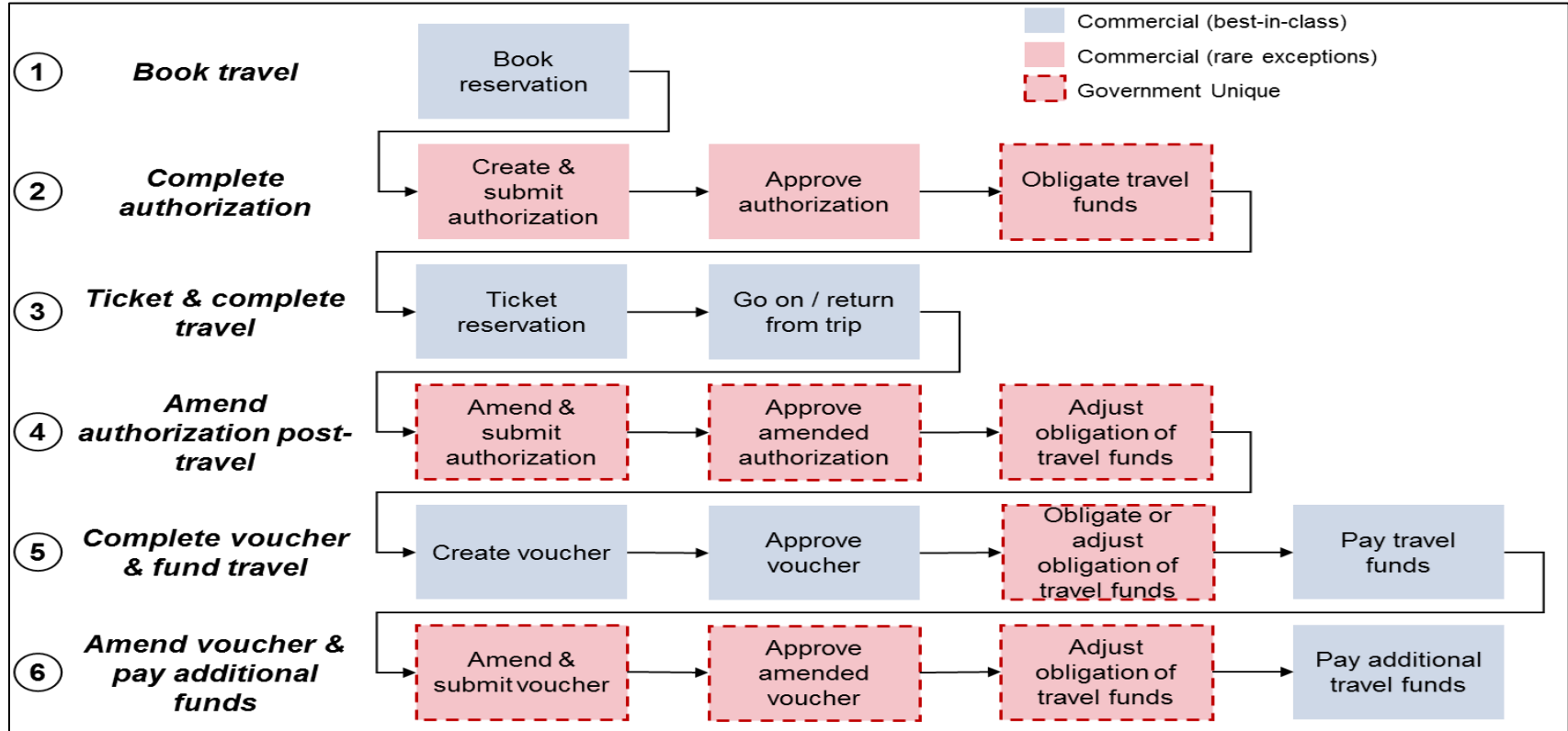
What is FIBF?

- FIBF defines common services by **emphasizing** required outcomes, **data flow**, process and performance standards
- The **Business Capabilities** will be used as the **baseline requirements** for ETSNext market research and acquisition development
- The **T&E Data Standards** are mapped to the **FM Data Standards** and will be the basis for the **T&E and FM Integration Standard**

T&E FIBF Standards are available at
<https://ussm.gsa.gov/fibf-travel/>

The FIBF Process Identified Government Differences from Commercial Practices

Through **process mapping** opportunities for improvement were identified



This process mapping identified:

- **Best-in-class practices** to target as goals during initial T&E FIBF Working Group discussions
- **Commercial baseline** against which T&E FIBF recommendations were compared

T&E FIBF Process Changes

T&E Process Standardization

- Streamlined Approval Process
- Standard Values for:
 - Trip Purposes
 - Expense Types
 - Payment Methods
- Increased Utilization of Lowest Non-Refundable Fare
- Common Compliance Checks

Financial Management / Obligation Process Lifecycle Standardization

- Simplified Expense Estimate
- Simplified Accounting Class Designation
- Consistent Obligation Approach
- Common Process for Cross-Year Trip Expenses
- Eliminate Post-Trip Authorizations (Step 4 from Slide 6)
- Common Process for CBA Expenses
- Common Process for Post-Payment Voucher Amendments
- Common Approach to Travel Advances (Moving Advances Out of Travel System)

ETSNext & FIBF Impact

Implementing FIBF standards is expected to result in significant savings, operational efficiencies, improved user experience and service delivery

Increased Standardization	Level of Standardized Business Processes	Standardization Before FIBF	Standardization After FIBF
	Government-wide Processes	~45%	~85%
	Agency-Unique Processes	~30%	~70%

FIBF Travel & Expense Baseline will be the basis of our Future State Core Services Requirements



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Fiscal Service

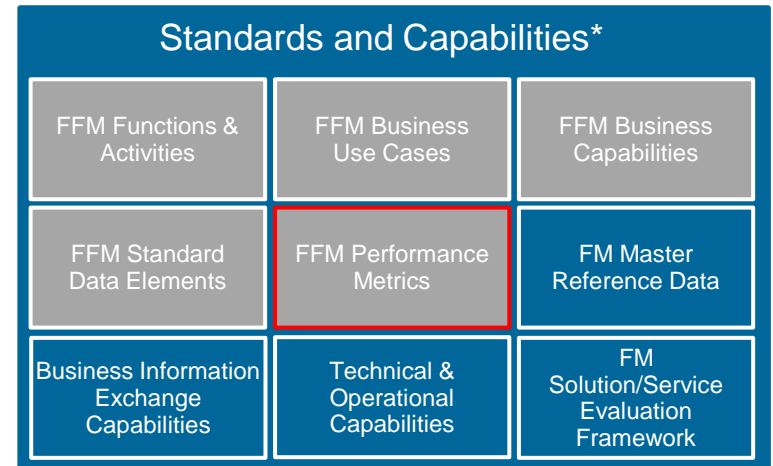
U.S. DEPARTMENT OF THE TREASURY

Financial Management Standards and Capabilities

Panel Members Eric Lippold (Treasury) and Jeff Bobich (Department of Homeland Security)

Financial Management Standards and Capabilities

- What are the Federal Financial Management (FFM) standards?
 - A set of FFM standards and capabilities that provide the baseline for agency financial systems and are the foundation for the FM QSMO Marketplace offerings.
- How does the Financial Innovation and Transformation (FIT) Office as the FM Standards Lead work with the Financial Management (FM) Quality Service Management Office (QSMO)?
 - FIT, is the FM standards lead, manages the standards working with the Financial Management Standards Committee (FMSC).
 - FM QSMO is working to ensure the FIBF FFM standards and additional capabilities (the Financial Management Capability Framework) are embedded in the future FM QSMO Core Financial System and other solutions and services.
- How do FMSC members and federal agencies provide input feedback on the FM standards?



*AKA the Financial Management Capability Framework



Developing and Applying Financial Management Standards - *Agency Perspective*

Department of Homeland Security
Office of the Chief Financial Officer
Financial Management Division
August 12, 2021



The FM Working Group

- FIT Created Four Working Groups to Support the FMSC
 - SAP, Oracle, Momentum (Major ERP Systems)
 - FM Working Group (Standards)
- DHS Serves as Sponsor of the FMWG
- FMWG Meets Most Wednesdays at 1 PM
 - Many agencies actively participate, others are welcome.
- FMSC Purpose / Past Activities
 - Review/Coordination of FM Functions and Activities, Business Use Cases, Standard Data Elements.
 - Special Issues – e.g., lease accounting, utility payments.
 - Collaboration with other LOBs on Standards Development
 - Collaboration with FM QSMO





DHS Systems Modernization

- DHS Currently has 15 component bureaus, 10 general ledger systems, and 1 consolidation/reporting system.
 - All major ERPs, plus other vendor developed applications.
 - Legacy Business Processes, Customized, Not Standardized.
- Currently modernizing the oldest of these systems.
 - Focus on USCG, FEMA, ICE.
 - Not likely to get to a single system in the near future – intent is to reduce the number of G/L systems and standardize business processes across the department.
 - Following Treasury Standards with Some Adaptations
 - Business Process Modernization
 - Identify Degree of Change Needed





DHS/Treasury Collaboration

- FM Working Group Collaboration
 - Sponsor, DHS HQ and Component-Level Participation
 - DHS Input to Use Cases, Standard Data Elements
 - Coordination of Other LOB Standards (e.g. Cybersecurity)
 - DHS Piloted GSA/FIT Utilities Payment Survey
- QSMO Collaboration
 - Regular Touch Point Meetings at Project Level
 - Periodic Briefing with BFS Commissioner
 - QSMO Advisor to DHS Contracting Activities
 - DHS Software & System Integrator BPAs
 - Practical Application of Standards –
 - What Works/Doesn't Work



Additional Information on Shared Services and the Business Standards

Resource	Description
<u>Business Standards Website</u>	Contains information about the FIBF and repository for approved business standards by functional area
<u>Quality Service Management Offices</u>	Contains information about QSMOs and links to each QSMO site
<u>Memo M-19-16</u>	Describes the processes and desired outcomes for shared services, and establishes the QSMOs and shared services governance structure