



FROM FORMS TO DATA: MODERNIZING THE PAPERWORK REDUCTION ACT THROUGH A FEDERAL GRANTS PILOT

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Acknowledgements

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The Shared Services Leadership Coalition (SSLC) is pleased to publish Mr. Peckham's insightful perspectives as valuable contributions to ongoing efforts to modernize and transform the Federal grant administration process. The views expressed are the author's own and are not necessarily endorsed in their entirety by SSLC.

Executive Summary

The federal government has spent decades modernizing how it collects information, manages technology, governs data, and evaluates program performance. Yet a fundamental disconnect remains: **the information used to translate congressional intent into program requirements, reporting, oversight, and measurable results is often defined and governed differently as it moves across agencies, programs, forms, and systems.** The result is familiar—duplicative reporting, costly data reconciliation, limited interoperability, fragmented oversight, and persistent difficulty determining whether federal investments are producing the outcomes Congress intended.

This paper proposes a relatively simple shift in perspective: **manage recurring information not only through the forms and systems that collect it, but also through the standardized data elements that define it.** The Paperwork Reduction Act¹ (PRA) already provides the government-wide framework for determining what information agencies collect, why it is necessary, and the burden imposed on the public. Aligning that process more closely with modern data governance could allow commonly used information to be defined once, governed consistently, and reused wherever legally and programmatically appropriate—while preserving the Office of Information and Regulatory Affairs (OIRA) statutory authority and agency flexibility.

Federal grants provide an ideal environment for testing this concept. More than \$1 trillion flows annually through federal grant programs, and much of the necessary foundation already exists: government-wide data standards established under the GREAT Act², HHS stewardship of Standard Data Elements (SDE), Grants Quality Service Management Office (QSMO) implementation capabilities, shared-service infrastructure, and established cross-agency governance. A Federal Grants Data Element Registry (GDER) could build on those investments by providing a common framework for defining, approving, governing, and reusing standardized grant information across the grants lifecycle.

The potential value extends well beyond more consistent reporting. Standardized information could allow recipients to map their business systems once rather than repeatedly translating similar data into agency-specific formats; improve interoperability across shared services without requiring common technology platforms; make cross-program relationships more visible for fraud and improper-payment detection; and provide a common information foundation for comparing outcomes across programs that were never designed to be analyzed together. By linking standardized elements to statutory authority, policy objectives, and performance measures, the same framework could also create stronger traceability from **congressional intent to program results.**

The proposal therefore does not call for another major federal modernization initiative or a new statutory authority. It asks whether government can better connect investments it has already made in information collection, data standards, governance, shared services, and analytics. A federal grants pilot would provide a practical way to test that proposition—and determine whether governing information more consistently from the beginning can reduce burden, strengthen program integrity, improve shared services, and ultimately help government understand what its investments actually achieve.

¹ <https://www.congress.gov/104/plaws/publ13/PLAW-104publ13.pdf>

² <https://www.congress.gov/bill/116th-congress/house-bill/150/text>

Why Now?

Several developments have created a timely opportunity to explore a data-element-centric approach to PRA implementation. Congress has already directed government-wide grants data standardization through the GREAT Act and established agency data governance structures through the Evidence Act³. At the same time, Executive Branch priorities have increasingly focused on reducing fraud⁴, improper payments⁵, and information silos⁶ while improving government efficiency and data sharing. These developments coincide with growing interest in advanced analytics and artificial intelligence (AI) across the federal government. However, AI capabilities are only as effective as the underlying data they consume. If similar information continues to be collected using inconsistent definitions and reporting structures, agencies will face significant barriers to enterprise analysis, outcomes-based performance measurement⁷, and risk detection.

The opportunity now is to connect these investments more deliberately. OIRA, through its PRA responsibilities, serves as the federal government's central authority for reviewing information collections. Greater alignment between that process and existing federal data governance could help ensure that recurring information requirements are considered not only for necessity and burden, but also for opportunities to improve consistency, reuse, and interoperability. This would preserve OIRA's statutory role while better connecting information collection governance with the broader federal data environment.

This concept would also build upon lessons from the DATA Act Section 5 Pilot, which examined whether standardized reporting and data exchange could reduce recipient burden and duplication across federal programs. The proposed grants pilot addresses a different but complementary question: whether common data elements can be incorporated more directly into PRA governance, burden calculation, and reuse. In that sense, the proposal extends earlier modernization efforts **upstream—from improving how information is reported and exchanged to examining how recurring information requirements are initially defined, approved, and governed.**

³ <https://www.congress.gov/bill/115th-congress/house-bill/4174>

⁴ <https://www.whitehouse.gov/presidential-actions/2026/03/establishing-the-task-force-to-eliminate-fraud/>

⁵ <https://www.whitehouse.gov/presidential-actions/2025/03/modernizing-payments-to-and-from-americas-bank-account/>

⁶ <https://www.whitehouse.gov/presidential-actions/2025/03/stopping-waste-fraud-and-abuse-by-eliminating-information-silos/>

⁷ For purposes of this paper, **outcomes-based performance measurement** refers to the systematic collection and analysis of information used to assess progress toward defined program outcomes aligned with the objectives established by Congress. This includes distinguishing the activities a grant funds and the outputs it produces from the changes in conditions, behaviors, or public benefits the program is intended to achieve.



Existing Federal Data Governance Framework

The current federal data governance framework reflects the evolution of responsibilities for managing information, technology, and data. The Paperwork Reduction Act (PRA) established the foundation for federal information resources management, including reducing burden, improving information quality, and ensuring practical utility. Subsequent legislation strengthened the roles of Chief Information Officers (CIO) in managing information resources and technology, while the Foundations for Evidence-Based Policymaking Act of 2018 established Chief Data Officers (CDO) and strengthened expectations for data governance, sharing, and reuse.

Although these responsibilities are complementary, they are often carried out through separate governance processes. **OIRA governs information collections, CIO organizations manage and modernize the technology through which information is collected and used, and CDOs lead enterprise data governance.** As a result, the same underlying information can move through different approval, technology, and governance structures, limiting opportunities for consistency, reuse, and interoperability. Better alignment around recurring information could provide a practical connection among these responsibilities without changing their respective authorities.

Consistent with their statutory responsibilities under 44 U.S.C. § 3520, CDOs play an important role in managing data assets, promoting sharing and reuse, and ensuring that information supports performance, evaluation, and decision-making. Effective implementation, however, also requires coordination across agency, bureau, and program levels, supported by **data stewards who maintain common definitions, quality, lineage, and appropriate use over time.** Standardized information can therefore provide the practical bridge between collection governance and enterprise data management—allowing information collected for an authorized purpose to be used more consistently, where permitted, for oversight, evaluation, performance measurement, and decision-making.

Reframing the Purpose of the Paperwork Reduction Act

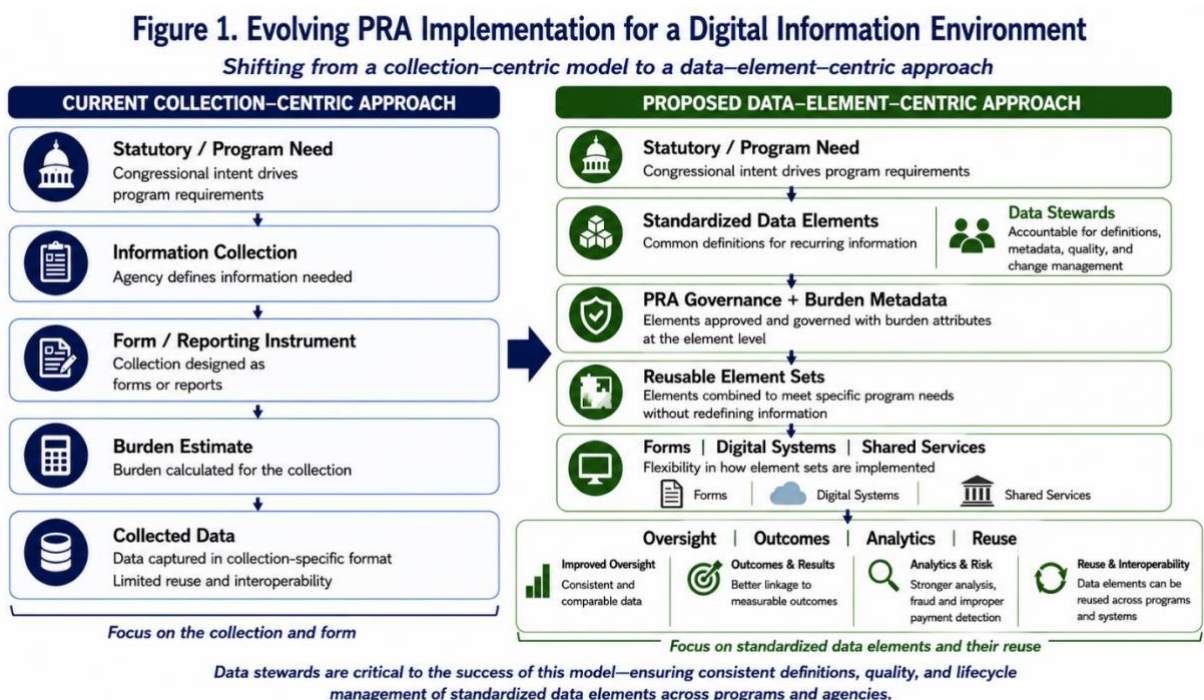
The PRA was enacted not only to reduce reporting burden, but also to improve how the federal government manages information as a strategic resource. The statute directs agencies to ensure that information collections are not duplicative, provide practical value, improve decision-making and accountability, and promote coordination and consistency across government (44 U.S.C. §3506).

As federal information collections have evolved from paper forms to digital information collections, the challenge is no longer simply how much information is collected, but whether it is defined, structured, and managed in a way that supports effective oversight, interoperability, measurement of program outcomes, and enterprise use. This evolution presents an opportunity to examine whether greater emphasis should be placed on the recurring information that underpins information collections.

For clarity, this paper distinguishes between:

- **Forms (or information collection instruments):** the documents or systems used to collect information.
- **Data elements:** the individual fields within those forms (e.g., entity identifier, award amount, or performance measure).

For example, the SF-424 grant application package is an information collection instrument that agencies may implement differently within their own systems. Yet much of the information it collects—such as an entity identifier, funding amount requested, congressional district, or project period—is common across federal grant programs. Because this recurring information supports multiple collections, it benefits from consistent definitions, governance, and stewardship independent of any single form or system. Figure 1 illustrates how governing the underlying information, rather than individual forms, creates a foundation for reusable information collections while preserving agency flexibility in implementation.





While PRA review appropriately focuses on information collections and the instruments used to gather them, the burden, value, and practical utility of those collections are ultimately determined by the information they contain. This paper explores whether placing greater emphasis on governing recurring information at the data-element level could further advance the PRA's statutory objectives by improving information quality, consistency, reuse, and data management while continuing to reduce reporting burden.

Could PRA Oversight Better Leverage Standardized Data Elements?

What if PRA implementation more fully reflected leading practices for managing information in a digital environment? While OMB appropriately reviews information collections through forms and reporting instruments, many of the challenges associated with reporting burden, duplication, and information management originate with the recurring information those collections request. As agencies increasingly rely on digital systems, shared services, and enterprise data governance, greater emphasis on governing that information through standardized definitions could improve transparency, consistency, and reuse while preserving the existing PRA framework.

This raises a broader governance question: can the objectives of the Evidence Act—particularly data standardization, reuse, and enterprise data management—be fully achieved without considering how data collection is approved under the PRA? Today, OIRA oversees information collections, while the Federal CIO, Office of Federal Financial Management (OFFM), and agency CDOs provide complementary leadership for information resources, grants policy, and enterprise data governance. Effective implementation ultimately depends upon accountable data stewards within the business domain who maintain the definitions, metadata, quality expectations, and lifecycle of standardized data elements. This approach provides an opportunity to better align these complementary governance responsibilities while preserving existing statutory authorities.

The ability to fully realize the information-management objectives of both the Paperwork Reduction Act and the Evidence Act increasingly depends on the maturity of an agency's data governance practices. While agencies have made significant progress in establishing governance structures, many information collections continue to be managed at the form level rather than through standardized, reusable data definitions. As government increasingly relies on digital services, shared platforms, and enterprise analytics, stronger data governance becomes an essential foundation for reducing burden, improving interoperability, and enabling the broader reuse of information.

Federal grants provide a practical pilot because Congress has already directed government-wide grants data standardization through the GREAT Act and designated HHS to steward that effort. HHS has developed and published SDEs on Grants.gov, providing an existing standards foundation upon which the proposed GDER could build. The GDER could serve as a centralized catalog of approved grant data elements spanning the full grants lifecycle and provide the governance, metadata, and stewardship needed to support their consistent reuse. In many respects, the GDER would serve as the information collection counterpart to the Federal Integrated Business Framework (FIBF), establishing common data definitions that support shared services, interoperability, and enterprise analytics.

The library should include a standard definition, allowable values, legal authority, sensitivity classification, reuse scope, version history, steward contact information, other relevant metadata, and a baseline burden estimate. Rather than repeatedly reviewing similar information requirements embedded in multiple collections, OIRA could review standardized element sets within the existing PRA process, creating a strong incentive for agencies to reuse approved elements across applications, reporting, and digital systems. Such an approach would preserve existing PRA safeguards while exploring whether grants provide a practical pilot for better aligning PRA implementation with modern data governance. If adopted, one of the earliest and most measurable benefits would likely be a more precise approach to calculating and managing reporting burden.

What Would Change First?

Reforming how reporting burden is calculated would be a natural starting point for a data-element model. Today, PRA burden estimates are generally developed at the form or collection level, making it difficult to determine which specific information requirements drive burden for applicants, recipients, and state or local governments. In the grants environment—where similar information is requested across multiple programs—this can obscure duplication and limit agencies' ability to identify opportunities for burden reduction.

A data-element-centric approach offers a more precise alternative by estimating burden for the individual data elements being collected rather than the collection instrument itself. Each approved data element in the GDER could carry a baseline estimate for the time required to provide that information, allowing total burden to be calculated as:

$$\text{Total Burden} = \Sigma (\text{Time per Element} \times \text{Frequency} \times \text{Respondent Count})$$

This approach could provide a more granular view of the information requested from the public while making it easier to compare collections that rely on common information requirements. Burden estimates could also account for information automatically populated from authoritative federal sources, reused from prior submissions, or requiring additional documentation or calculations, providing a more transparent and realistic assessment of reporting burden.

Greater visibility into recurring information requirements would also make duplication easier to identify. The recurrence of common organizational information, financial attributes, performance measures, and other frequently requested information would become visible across collections, creating a natural incentive for agencies to reuse existing definitions rather than create duplicative reporting requirements. This would reduce burden without weakening oversight.

The proposed approach could also reduce one of the most significant, yet often overlooked, sources of reporting burden: transforming information from recipient business systems into agency-specific forms and reporting formats. State governments, universities, research institutions, and other organizations that receive grants from multiple federal agencies frequently maintain common financial, organizational, and performance information within a single enterprise system. Because agencies often request the same underlying information using different forms, field names, formats, or reporting structures, recipients must repeatedly map, transform, and validate identical information for multiple submissions—often requiring custom software, manual reconciliation, or both. Establishing common information standards would allow recipients to map their systems once and reuse that information across multiple federal reporting requirements, reducing software development costs, manual effort, and reporting burden while preserving each agency's ability to collect any additional program-specific information it requires.

Beyond burden reduction, standardized grant information could also complement broader transparency and management initiatives such as the Federal Program Inventory. Common definitions for organizational characteristics, funding activities, performance measures, and program results would improve agencies' ability to compare similar activities, identify overlap, and better understand how federal programs contribute to shared policy objectives.



While these broader benefits extend beyond burden management, they reinforce the value of governing recurring information through common standards that can be reused across federal grant programs. Burden calculation reform therefore provides one of the clearest opportunities to demonstrate how this approach could make PRA implementation more precise, transparent, and consistent with modern digital information collection.



What Additional Benefits Might Come from a Data-Element Approach?

If PRA oversight were structured around standardized data elements, one of the most significant benefits could be reducing unnecessary variation in how similar information is defined across federal grant programs. Common concepts—such as indirect cost rates, matching requirements, organizational characteristics, and beneficiary information—are often defined differently across agencies or even within the same agency. While some variation reflects statutory or program-specific requirements, many result from administrative choices, legacy systems, or inconsistent implementation, creating what many practitioners informally describe as the "snowflake effect."

A data-element-centric approach would not eliminate legitimate program differences, but it could standardize commonly used elements wherever statutory, regulatory, and programmatic requirements allow. This concept is supported by work conducted during HHS's ReInvent Grants Management initiative, where a critical path analysis found that approximately 84% of grant management activities followed common business processes. While the analysis focused on business processes rather than data elements, it also demonstrated that many perceived program differences resulted from inconsistent terminology and definitions rather than substantive operational requirements.

The GDER could build on this foundation by defining common data elements once and allowing them to be reused across programs. Each approved element could include an authoritative definition, validation standards, burden baseline, and clear reuse guidance, while still allowing agencies to introduce program-specific elements where required by statute or program design.

The objective is not to make every grant program identical, but to ensure that common information is defined consistently enough to reduce reporting burden, improve interoperability, enable cross-program analysis, and strengthen federal oversight while preserving appropriate program flexibility.

Could this Model Finally Deliver Measurable Burden Reduction?

If greater standardization can reduce reporting burden and improve fraud detection, the next question is whether it can also strengthen the government's ability to measure progress toward the outcomes federal grant programs are intended to achieve. Although grants represent one of the largest areas of federal spending, outcome and performance information is often collected using program-specific definitions that make meaningful comparisons across programs and agencies difficult.

Effective outcomes-based performance measurement depends on consistent, comparable information that distinguishes funded activities and outputs from the outcomes programs are intended to achieve. While standardization alone does not improve program results, it can significantly improve the government's ability to **measure, evaluate, and compare those results across programs and agencies.**

This raises a practical question: can the federal government consistently measure and compare program outcomes if similar information continues to be collected using inconsistent definitions? Without common information standards, agencies must normalize data after collection, increasing cost, delaying analysis, and limiting the ability to compare results across programs. Greater consistency improves not only interoperability, but also the reliability and comparability of the information used for evaluation, oversight, and evidence building.

This challenge is becoming even more important as agencies expand the use of advanced analytics and artificial intelligence. AI can identify patterns within large datasets, but it cannot overcome inconsistent definitions, fragmented reporting structures, or incompatible data models without extensive preprocessing. Establishing common standards at the point of collection creates a stronger foundation for AI-enabled oversight, risk detection, performance measurement, and program evaluation.

Importantly, this proposal builds upon and does not replace existing federal grants modernization efforts. Through implementation of the GREAT Act, HHS has established and continues to maintain government-wide grants data standards, while the Grants QSMO has incorporated those standards into grants management capabilities, interoperability requirements, and modernization efforts across federal systems. Together, these initiatives provide an established foundation for improving consistency, interoperability, and data reuse across agencies.

Rather than establishing another set of grants data standards, the GDER would extend these existing investments by linking **existing standards** to PRA governance, burden management, performance measurement, and enterprise analytics. **The registry would provide a governance framework that promotes consistent reuse of those standards,** enabling performance information to be analyzed more consistently while reducing the need for costly data normalization after collection.

In this sense, a grants pilot would demonstrate more than a new approach to PRA implementation. By establishing a shared data architecture for grants, the federal government could better manage grant information as an enterprise asset; supporting performance measurement, policy evaluation, evidence building, and oversight across agencies while allowing systems to evolve without losing the ability to consistently measure program results.

Could Standardized Data Elements Better Connect Congressional Intent to Program Results?

One of the less visible challenges in federal grants management is the disconnect between the language Congress uses to authorize and fund programs and the data ultimately collected to measure results. Statutes, appropriations, committee reports, and other legislative materials establish policy objectives, while agencies must operationalize those objectives through regulations, grant guidance, business processes, reporting requirements, and information collections. As legislative objectives move through these successive layers of implementation, the connection between congressional intent and the data ultimately used to measure program results can become increasingly difficult to trace.

Figure 2. Creating Traceability from Congressional Intent to Measurable Program Results

A continuous feedback loop strengthens oversight and improves outcomes





A data-element–centric approach provides an opportunity to strengthen this connection. As illustrated in Figure 2, standardized data elements can provide the connective layer between policy requirements, program implementation, and the measurement of results. In addition to technical metadata, each approved data element within the GDER could include policy metadata linking it to the statutory authority, policy objective, regulatory requirement, or performance objective it supports. This would create a transparent lineage from congressional intent through program implementation to the data used to measure results. Agencies could demonstrate not only what information is collected and why, but how individual data elements support the outcomes, oversight, and accountability expectations established by Congress.

Such traceability would benefit multiple stakeholders. Congress would gain greater visibility into how agency information collections support legislative objectives. Agencies could more effectively measure and demonstrate program results using data directly tied to statutory requirements. OMB, OIRA, and agency Chief Data Officers would be better positioned to govern information as an enterprise asset rather than a collection of isolated reporting requirements. Over time, this approach could establish a common vocabulary linking legislation, policy implementation, data collection, and program results—improving transparency, reducing ambiguity, and strengthening the government's ability to assess the effectiveness of federal investments.



Could Standardized Data Elements Accelerate Shared Services?

Federal shared services initiatives have standardized business processes, technology platforms, and service delivery models, producing important efficiencies across government. Yet agencies often continue to collect and manage similar information using different definitions, reporting structures, and data models, requiring system customization and limiting interoperability. **Shared services require standard data. Without common data definitions, agencies can share systems, but they cannot fully share information, analytics, or business processes.**

A data-element–centric approach could address this challenge by establishing common definitions for information collected across grant programs regardless of the systems used to collect it. Shared service providers and agency platforms could operate from common data standards while retaining flexibility in their underlying technologies and accommodating program-specific requirements. This could reduce implementation complexity, improve data portability, and strengthen enterprise-wide analysis.

In this sense, standardized data elements are more than a reporting improvement—they are a foundational capability for shared services. By separating data standards from individual systems, agencies can modernize or replace technology while preserving interoperability, allowing information and business rules to move across platforms without requiring agencies to adopt identical systems **or constraining shared services to a single technology solution.**

Governance Model for a Data-Element-Centric PRA Pilot

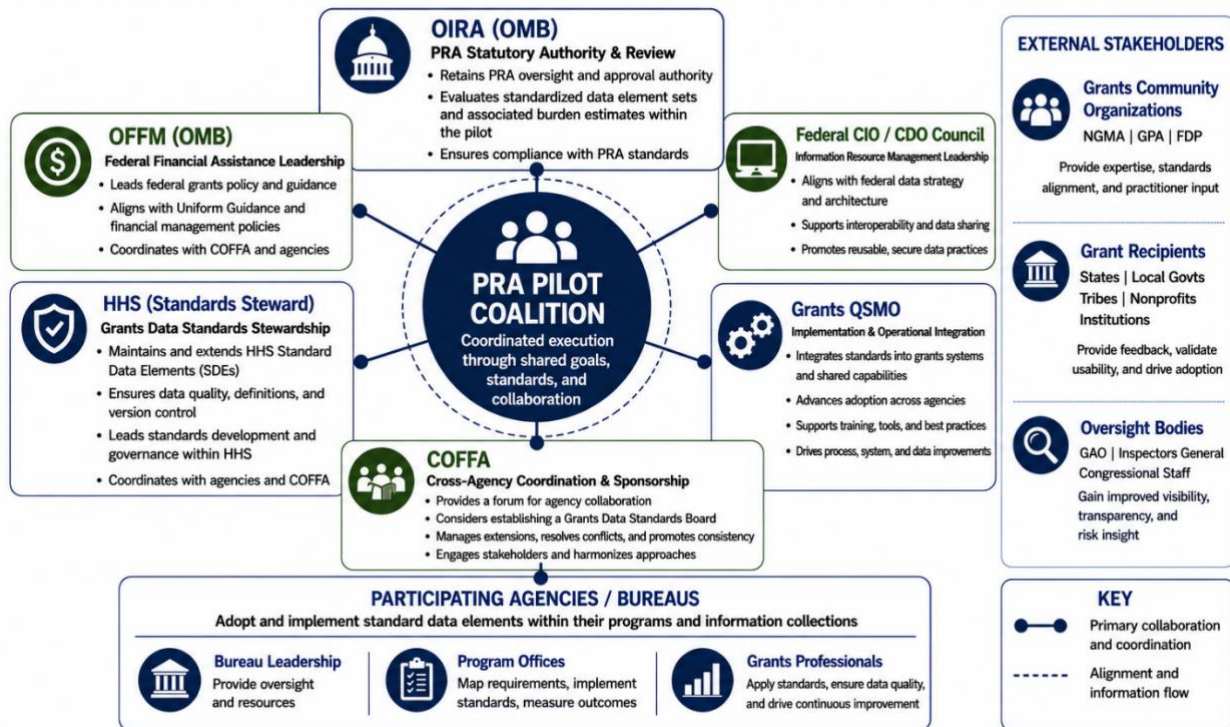
Successful implementation of a data-element–centric approach to PRA oversight would require coordinated leadership across existing federal governance structures. Within OMB, this includes OIRA, OFFM, and the Federal Chief Information Officer, whose responsibilities collectively span information collection policy, federal financial assistance, information resources management, and government-wide data strategy. At the agency level, CIOs, CDOs, bureau data governance organizations, program offices, and grants management professionals would be responsible for translating enterprise standards into operational policies, systems, and business processes. Without this coordination, data standards risk remaining advisory rather than becoming operational.

As illustrated in Figure 3, the proposed governance model connects existing PRA authority, federal financial assistance leadership, grants data standards stewardship, shared services implementation, and cross-agency coordination rather than creating a new governance structure. OIRA's role would remain centered on its statutory PRA responsibilities, while operational leadership for the pilot would draw upon existing grants governance structures. HHS standards stewardship, OFFM federal financial assistance leadership, Grants QSMO implementation capabilities, and Council on Federal Financial Assistance (COFFA) cross-agency coordination would provide the foundation for execution.

This governance model builds upon, rather than replaces, existing statutory authorities. The PRA established the framework for federal information resources management, while the Clinger-Cohen Act, E-Government Act, and Evidence Act expanded responsibilities for technology, data governance, and evidence building. A data-element–centric PRA model provides an opportunity to better align these complementary roles by linking information collection approval with enterprise data governance and operational implementation.

For federal grants, HHS already serves as the government-wide steward of grants data standards under implementation of the GREAT Act. Through this role, HHS has developed and maintains existing SDEs and the associated governance processes that provide a foundation for greater consistency and interoperability across grant programs. The Grants QSMO complements this work by incorporating those standards into grants management capabilities, interoperability requirements, and shared services modernization. A grants pilot would therefore leverage an established governance and implementation framework rather than creating a new standards authority.

Figure 3. Distributed Governance Model for a Federal Grants PRA Pilot
A coalition of existing authorities and organizations working together—each with a distinct and complementary role



Within the governance structure depicted in Figure 3, OIRA would continue exercising its statutory PRA authority, with standardized data elements and reusable element sets incorporated into existing PRA review processes. Operational governance would ensure that approved elements are implemented consistently across programs and systems and remain aligned with statutory, programmatic, and operational requirements.

As the pilot matures, COFFA could provide a natural forum for cross-agency sponsorship and coordination. If experience demonstrates the need for a more formal standards governance mechanism, COFFA could consider establishing a Grants Data Standards Board to manage extensions, resolve conflicts, and maintain consistency across agencies while engaging stakeholders such as the National Grants Management Association, the Grant Professionals Association, and the Federal Demonstration Partnership.

Effective governance will also be necessary to overcome practical implementation barriers, including legacy systems, existing contracts, and program-specific workflows. Clear OMB policy alignment, combined with sustained leadership from participating agencies and existing grants governance bodies, will be essential to translating approved standards into consistent operational adoption.

Rather than creating new authorities, this governance model aligns existing statutory roles and responsibilities to better manage data as a shared federal asset while preserving OIRA's oversight role, agency flexibility, and statutory compliance.



Recommendation and Path Forward

The federal government should designate Federal Grants Management as the initial pilot domain for exploring how modern data governance practices can advance the Paperwork Reduction Act's statutory objectives through a data-element-centric framework. Grants provide a practical starting point because they combine the scale of federal investment with mature reporting structures, common application and financial reporting constructs, shared identifiers, and an established government-wide standards framework developed under the GREAT Act. Together, these characteristics make grants well suited to evaluate whether greater emphasis on standardization can improve burden transparency, interoperability, and oversight without requiring new statutory authority.

A grants pilot could demonstrate measurable benefits, including more precise burden reduction, improved cross-agency data sharing, stronger fraud and improper payment detection, better measurement and evaluation of program outcomes, and a stronger foundation for shared services. Rather than creating new authorities or governance structures, the pilot would build upon existing investments in GREAT Act standards, HHS stewardship, Grants QSMO implementation, OFFM leadership, and Evidence Act data governance. While implementation would require coordinated OMB leadership, careful governance, and agency transition planning, the necessary statutory authorities, standards, and organizational structures are already largely in place.

Importantly, this proposal does not replace existing grants modernization initiatives; it strengthens and better aligns them. The question is no longer whether government can standardize grant data, but whether those existing investments should also improve how information is approved, governed, and reused under the PRA. A successful grants pilot could provide a practical model for extending this approach to other federal domains—reducing burden, strengthening program integrity, improving shared services, and enabling more consistent measurement of program results. **The opportunity is to modernize the PRA not by abandoning its statutory framework, but by changing the unit around which information is governed: from forms to standardized, reusable data elements.**



Who We Are and What We Stand For

SSLC is a non-partisan, non-profit organization dedicated to advancing the government's implementation of shared services business models to improve government efficiency and effectiveness.

We promote a marketplace where government and industry service providers can fairly compete to best deliver capabilities to government customer agencies that fully realize the transformative business value of shared services to enable continuous modernization in service delivery.

We also promote immediate actions to accelerate the government's adoption of shared services to more fully and rapidly address 21st Century challenges.

Core Mission

SSLC works to advance a federal environment where shared services are the default model for delivering mission-support and mission-delivery functions that are common across agencies. SSLC promotes policies, governance structures, and marketplace conditions that enable shared services to deliver measurable improvements in performance, cost, and customer experience.

Guiding Principles

SSLC works to advance a federal environment where shared services are the default model for delivering mission-support and mission-delivery functions that are common across agencies. SSLC promotes policies, governance structures, and marketplace conditions that enable shared services to deliver measurable improvements in performance, cost, and customer experience.

1. The **default delivery model** for common functions used by multiple agencies.
2. Defined using clear, accurate facts about current capabilities and intended outcomes, and designed to consistent **government-defined performance and data standards, regulations, policies and best practices**.
3. Managed to achieve and track **efficiency** gains, improved effectiveness and enhanced customer experience.
4. Inclusive of a competitive **marketplace** open to both government and industry service providers.
5. Driven by a **transformation vision and roadmap** to realize full operational capability, defined policy and investment strategies, and strong support from Congress and the Executive Branch.
6. Incentivized to **leverage industry solutions** consistent with government "commercial first" policies to enable continuous modernization and industry-leading performance levels.

SharedServicesNow.org