Agreeing on What We Can Share: Mission Support Business Standards
August 12, 2021
<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
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</table>
| Mission Support Business Standards Overview                | **Courtney Anderson**  
General Services Administration                |
| Travel and Expense Business Standards and ETSNext          | **Mike Salter**  
General Services Administration                |
| Financial Management Business Standards and Capabilities   | **Eric M. Lippold**  
Bureau of the Fiscal Service  
Department of the Treasury |
| Developing and Applying Financial Management Standards - Agency Perspective | **Jeff Bobich**  
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▪ Outdated processes and technology, coupled with a culture of compliance, have created an inflexible mission-support environment.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.
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.

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

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

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.

[https://www.ussm.gov/fibf](https://www.ussm.gov/fibf)
FIBF Standards Governance Process

1. Standards Lead
   - Document common business standards using FIBF templates. Adjudicate feedback after each review.

2. Cross-Agency Working Group
   - Support business standards development and identify common business needs across agencies.

3. Business Standards Council (BSC)
   - Review for cross-functional impact.

4. OMB
   - Review for concurrence on standards by the OMB Federal Data Policy Committee.

3a. Shared Services Governance Board (SSGB)
   - Mediate cross-functional area reconciliation (as needed).
### How are the Business Standards Being Used?

<table>
<thead>
<tr>
<th>1. Translates Policy into Practice</th>
<th>2. Cross-Functional Agreement</th>
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<tbody>
<tr>
<td>Enables the Federal government to better coordinate and document common business needs based on authoritative policy across agencies, focusing on outcomes, capabilities, and data.</td>
<td>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.</td>
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<table>
<thead>
<tr>
<th>3. Agency Investment Review</th>
<th>4. Procurement</th>
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<tbody>
<tr>
<td>Ensures agencies will be able to easily transition to a future solution offered in the QSMO marketplace.</td>
<td>Works as a starting point for agencies’ requirements and allows industry to offer innovative solutions based on the business standards.</td>
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<tr>
<th>5. Readiness Assessment</th>
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<tbody>
<tr>
<td>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.</td>
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</table>
# Government-wide Business Standards Progress Dashboard

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>Designated Standards Lead</th>
<th>FIBF Component</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Federal Business Lifecycle</td>
</tr>
<tr>
<td>Core Financial Management</td>
<td>Treasury</td>
<td>✓</td>
</tr>
<tr>
<td>Grants Management</td>
<td>HHS</td>
<td>✓</td>
</tr>
<tr>
<td>Travel</td>
<td>GSA</td>
<td>✓</td>
</tr>
<tr>
<td>Contract Writing</td>
<td>DHS</td>
<td>✓</td>
</tr>
<tr>
<td>Electronic Records Management</td>
<td>NARA</td>
<td>✓</td>
</tr>
<tr>
<td>Real Property Management</td>
<td>GSA</td>
<td>✓</td>
</tr>
<tr>
<td>Cybersecurity Services (SOC &amp; VDP)</td>
<td>DHS</td>
<td>✓</td>
</tr>
<tr>
<td>HR Management Services</td>
<td>OPM</td>
<td>3</td>
</tr>
<tr>
<td>Regulation Management</td>
<td>GSA</td>
<td>3</td>
</tr>
</tbody>
</table>

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*

<table>
<thead>
<tr>
<th>Current State</th>
<th>Future State Goals</th>
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<tbody>
<tr>
<td>Cumbersome User Processes</td>
<td>Make Travel and Expense Easier</td>
</tr>
<tr>
<td>Outdated Platform and Technologies</td>
<td>Modern Platform and Technologies</td>
</tr>
<tr>
<td>Customization</td>
<td>Minimized &amp; Governed Customization</td>
</tr>
<tr>
<td>Operational Complexities</td>
<td>Improved Operations</td>
</tr>
<tr>
<td>Multiple Data Silos</td>
<td>Accessible Data for Decision Making</td>
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*T&E FIBF Business Standards are how we are defining common requirements*
Where We’ve been . . . What’s next

**ETS Journey**

**Before ETS**
- 250 Separate Systems
- 3 Unique Solutions, over 80 task orders

ETS1
- 2 Unique Solutions, 59 task orders

ETS2
- Future ETS Vision:
  - Modern Platform and Technologies
  - Minimized, Governed Customization
  - Simple Standards-based User Processes
  - Improved Operations
  - Data for Decision Making

**Further Consolidation and Centralization**

**Business Case Recommendation & Market Research:**
Two independent studies and current market research affirm moving toward a more centralized/shared service approach
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/](https://ussm.gsa.gov/fibf-travel/)
The FIBF Process Identified Government Differences from Commercial Practices

Through **process mapping** opportunities for improvement were 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

<table>
<thead>
<tr>
<th>T&amp;E Process Standardization</th>
<th>Financial Management / Obligation Process Lifecycle Standardization</th>
</tr>
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<tbody>
<tr>
<td>• Streamlined Approval Process</td>
<td>• Simplified Expense Estimate</td>
</tr>
<tr>
<td>• Standard Values for:</td>
<td>• Simplified Accounting Class Designation</td>
</tr>
<tr>
<td>• Trip Purposes</td>
<td>• Consistent Obligation Approach</td>
</tr>
<tr>
<td>• Expense Types</td>
<td>• Common Process for Cross-Year Trip Expenses</td>
</tr>
<tr>
<td>• Payment Methods</td>
<td>• Eliminate Post-Trip Authorizations (Step 4 from Slide 6)</td>
</tr>
<tr>
<td>• Increased Utilization of Lowest Non-Refundable Fare</td>
<td>• Common Process for CBA Expenses</td>
</tr>
<tr>
<td>• Common Compliance Checks</td>
<td>• Common Process for Post-Payment Voucher Amendments</td>
</tr>
<tr>
<td></td>
<td>• Common Approach to Travel Advances (Moving Advances Out of Travel System)</td>
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ETSNext & FIBF Impact

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

<table>
<thead>
<tr>
<th>Process Type</th>
<th>Standardization Before FIBF</th>
<th>Standardization After FIBF</th>
</tr>
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<tbody>
<tr>
<td>Government-wide Processes</td>
<td>~45%</td>
<td>~85%</td>
</tr>
<tr>
<td>Agency-Unique Processes</td>
<td>~30%</td>
<td>~70%</td>
</tr>
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FIBF Travel & Expense Baseline will be the basis of our Future State Core Services Requirements.
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?

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*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

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