

# *Performance Management Framework*

*for Quality Service Management Offices (QSMO)*

# QSMO Performance Management Framework Overview

*The objective of the QSMO performance management effort is to define a standardized framework, process, and set of performance measures for OSSPI and the QSMOs to use to collectively monitor and manage the performance and success of the government-wide QSMO effort.*

The QSMO Performance Management Framework includes the following key elements, which are described in the following slides:

- **Tiered Performance Management Framework and Process**
- **Balanced Scorecard, Performance Measures, and Phased Rollout Approach**

# Tiered QSMO Performance Management Framework – Enterprise View



Additional QSMOs will be included in future versions of this framework as they complete the formal QSMO designation process.

# QSMO Balanced Scorecard Approach Summary

OSSPI and the QSMOs are following a balanced scorecard approach to QSMO performance management. Using input provided by the QSMOs, OMB, and customer agencies, the OSSPI team has identified *draft* measures across the following five performance dimensions:



## Customer Dimension

Helps assess how the QSMOs are perceived by their customer base – customer measures include:

- *Customer Engagement (Phase 1)*
- *Customer Satisfaction (Phase 1)*
- *Solution Adoption (Phase 2)*
- *Employee Experience (Phase 2)*



## Standards Adoption Dimension

Helps assess the operational efficiency and appropriate use of standards by QSMOs and customer agencies – standards adoption measures include:

- *Standards Incorporation (Phase 3)*
- *System Standardization (Phase 3)*
- *GSA Modernization and Migration (M3) Playbook Utilization (Phase 1)*



## IT Modernization Dimension



## Financial Dimension

Helps assess the financial health of the government-wide QSMO effort – financial measures include:

- *Return on Investment (Phase 3)*
- *Price Transparency (Phase 1)*
- *Cost Avoidance (Phase 3)*



## Marketplace Operations Dimension

Helps assess the performance of the QSMO service and solution marketplaces – marketplace measures include:

- *Service Quality and Timeliness (Phase 3)*
- *Technical Innovation (Phase 2)*
- *Solution Adoption / TORB Timeliness (Phase 3)*

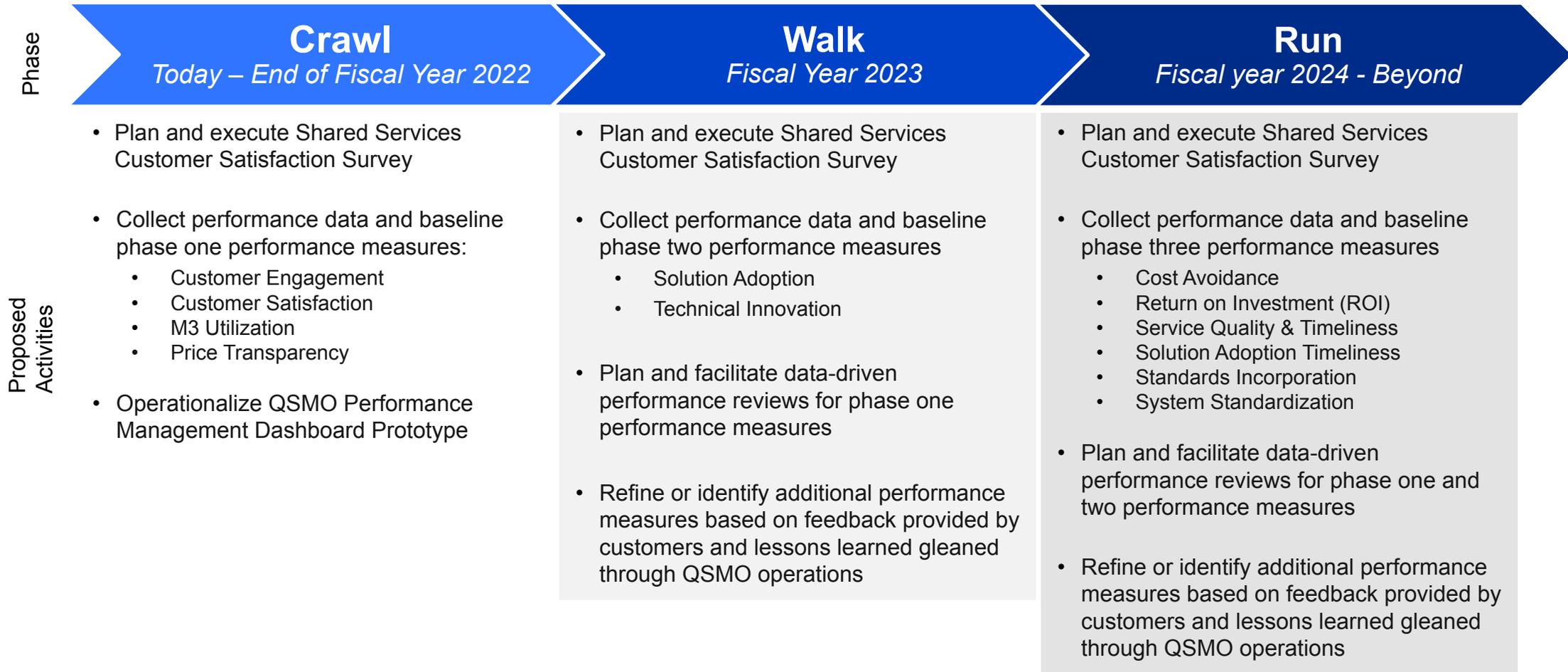
### Phases

**Phase 1:** Measures to be operationalized in FY22

**Phase 2:** Measures to be operationalized in FY23

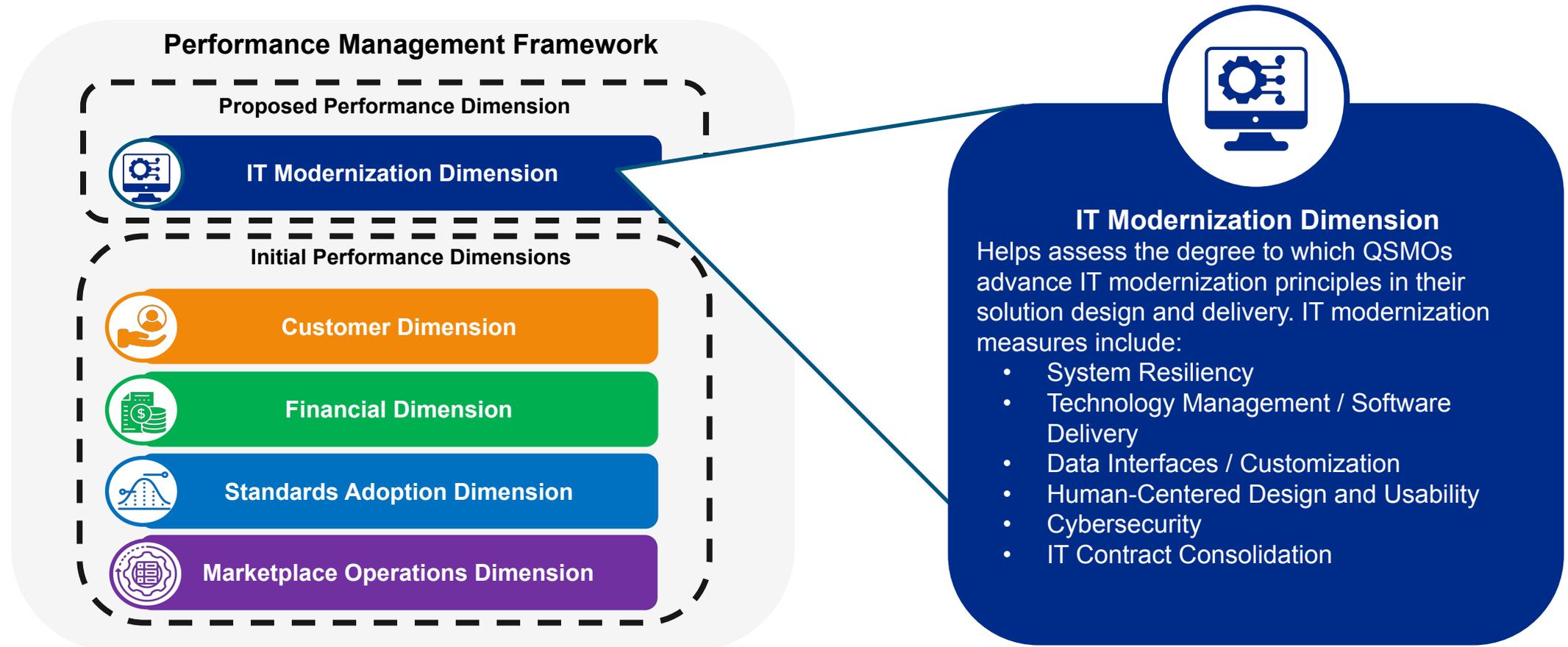
**Phase 3:** Measures to be operationalized in FY24

# Phased QSMO Performance Measure Rollout Approach



# IT Modernization Measures

The Performance Management Framework is the foundation for measuring the positive impact that QSMOs have across the Federal Government. There were four original dimensions that were identified by OSSPI and the QSMOs to measure this impact. IT Modernization was recently identified as a fifth dimension to add to this framework. Once there is consensus among stakeholders, the IT Modernizations measures will be included in all of the existing Performance Management artifacts - Performance Management Dashboard, Performance Profiles, Framework, etc.



# Proposed IT Modernization Measures

The visual below shows the proposed IT Modernization Measures that are under consideration for inclusion in the Framework.



## Questions on Modernizing IT

1. How do you define IT Modernization?
2. What do you see as key IT priorities right now - how can those priorities inform a performance framework?
3. How can QSMOs and shared services providers partner with customer agencies in achieving IT Modernization goals?
4. How do you track progress towards IT Modernization within your organization? What / why are you measuring?
5. What does a “modern” shared services solution look like?
6. What specific goals should QSMOs / shared services target from an IT Modernization perspective?



### System Resiliency

Maintain standards of high system availability and performance that align to the needs of Federal agencies.



### Technology Management / Software Delivery

Improve position of agencies in benefiting from continuous software updates, reduce spikes in cost and mission distraction associated with upgrading software and hardware platforms.



### Data Interfaces / Customization

Improve data portability and reduce over-customization by minimizing number of unique data interfaces due to shared services adoption.



### Human Centered Design and Usability

Set-up the Federal workforce for success by providing them with solutions that employ the latest in best practices and modern approaches to usability and accessibility.



### Cybersecurity

Improve agency cybersecurity postures through processes that appeal to government-wide control standards and maintain compatibility with the latest IT standards.

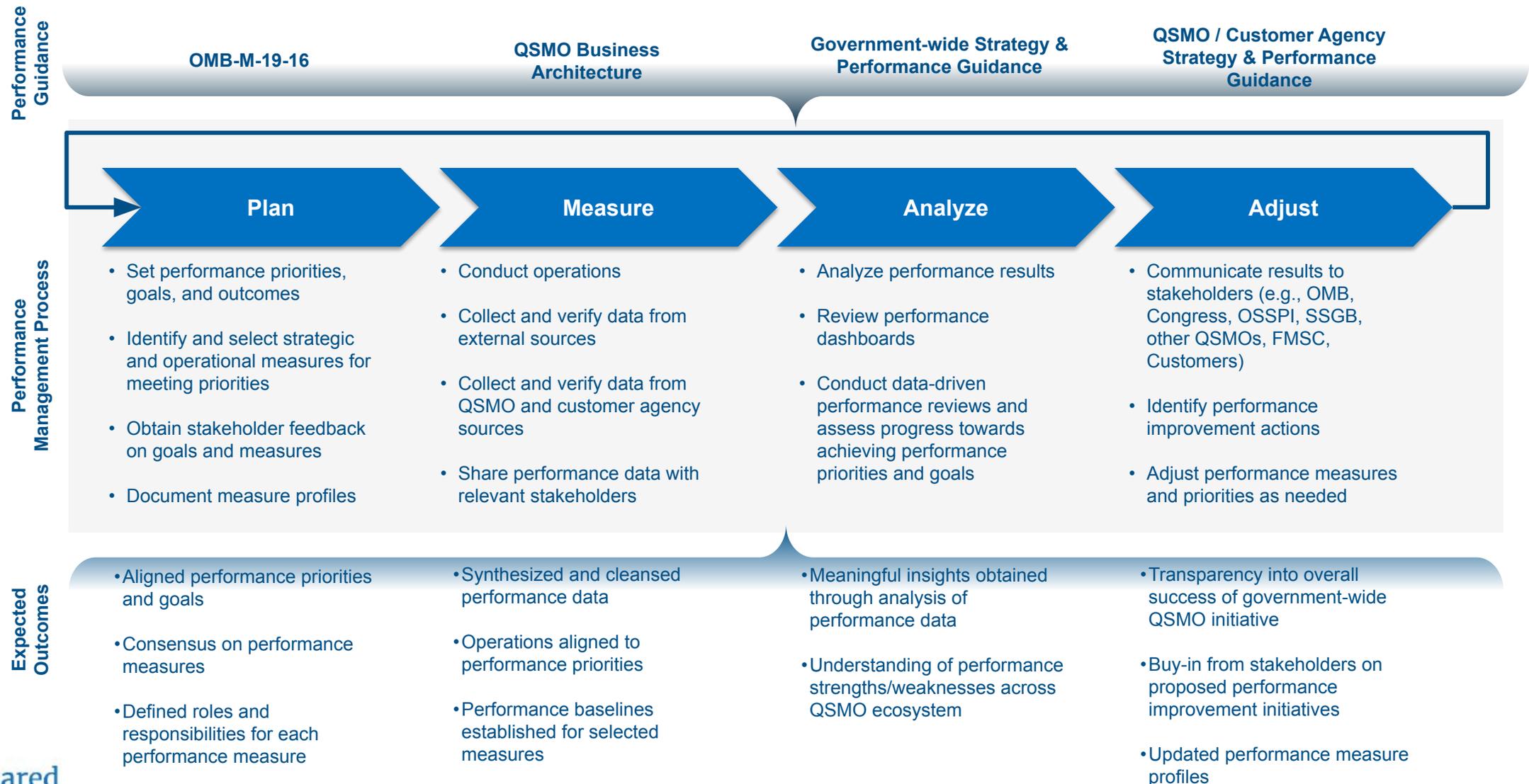


### IT Contract Consolidation

Consolidate IT contracts that have similar objectives in order to reduce the acquisition for redundant services.

# *Appendix*

# QSMO Performance Management Process



# Performance Goal Ecosystem

## QSMO, OMB, and OSSPI Identified Performance Priorities

Customer Adoption	Stakeholder Engagement	Customer Satisfaction	Cost Savings / ROI	Innovation	Service Delivery	Standards Adoption	Operational Alignment
QSMOs support customer agency migration process / transition readiness	Improve awareness of QSMO marketplace solutions and increase customer adoption	Improve Customer Agency satisfaction through QSMO marketplace service and solution adoption	Customer Agencies increase cost savings / ROI by adopting QSMO marketplace services or solutions	QSMOs leverage innovative, cutting edge technology in QSMO marketplace solutions	QSMO marketplace solutions provide improved quality and timeliness	QSMO marketplace services and solutions are aligned to standards	Promote interoperability across QSMOs (solutions, standards, data, operational processes)

## Performance Priorities Aligned to the Balanced Scorecard Performance Dimensions

Customer	Financial	Marketplace Operations	Standards Adoption
<ol style="list-style-type: none"> <li>Achieve a consistently high level of customer satisfaction from customer agencies</li> <li>Promote customer engagement by building awareness of marketplace service and solution offerings and customer satisfaction</li> <li>Prioritize focus on achieving more efficient mission support services</li> </ol>	<ol style="list-style-type: none"> <li>Maximize cost savings for customer agencies through the adoption of QSMO marketplace solutions</li> <li>Maximize return on investment for customer agencies through the adoption of QSMO marketplace solutions</li> <li>QSMOs offer customer agencies price competitive solutions</li> </ol>	<ol style="list-style-type: none"> <li>Provide customer agencies with access to quality solutions</li> <li>Provide customer and vendor with an efficient acquisition process</li> <li>QSMO marketplace solutions leverage innovative, cutting-edge technology</li> </ol>	<ol style="list-style-type: none"> <li>Promote consistency and interoperability across QSMOs – including consistent incorporation of business standards and operational processes</li> <li>Promote adoption of QSMO marketplace solutions by supporting the customer migration process</li> <li>Ensure QSMO marketplace solutions align to business standards</li> </ol>