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SHARED SERVICES:
LESSONS LEARNED FROM THE PAST

May 13, 2021

Government Reform: Lessons from the Past for Actions in the Future

- This report:
  - is based on a series of blog posts that we—and a number of distinguished contributors—authored over the course of 2020.
  - includes an accompanying podcast discussion of the topic.
  - outlines the evolution of various federal government reform efforts over the past 30 years.
  - focuses on *How* government works to get things done for the American people, and the leaders in government.
  - provides important lessons for leaders today and tomorrow, who seek to bring new innovation to improve government programs and operations.

http://bit.ly/GovernmentReform

The events we focus on…

reflect topics that continue to be core elements of federal government improvement efforts over the past three decades, including:

Statutes, ranging from the Chief Financial Officers Act of 1990 to the Evidence-Based Policymaking Act of 2018

Governmentwide administrative reform initiatives, like the National Performance Review of 1993 and multiple President's Management Agendas

Targeted initiatives to improve programs and performance, like Total Quality Management, Agile methods, and Customer Experience

Technology advances, stretching from the initial use of email in agencies in the early 1990s to the introduction of artificial intelligence to support program operations in the 2010s.

1. Developing the Reform:
   - Make a Compelling Case for Change.
   - Engage Top Leaders as Champions.
   - Prioritize Among Competing Opportunities.
   - Develop a Road Map for Action.

2. Implementing the Initiative:
   - Create a Governance Structure.
   - Engage Staff at Different Levels.
   - Create a Community.

3. Sustaining the Initiative:
   - Create Institutional Structures and New Routines.
   - Use a Dual-Track Approach.
   - Embed Into Pre-Existing Administrative Routines.

Three common stages for any reform initiative:

- Developing the reform initiative with recommendations for how to proceed

- Implementing the initiative

- Sustaining the initiative beyond its initial reform advocates

Expanding E-Government -- One of Five Elements of the President's Management Agenda

The Vision: an order of magnitude improvement in the federal government's value to the citizen; with decisions in minutes or hours, not weeks or months.

E-Government Definition: the use of digital technologies to transform government operations in order to improve effectiveness, efficiency, and service delivery.

The Principles:
- *Citizen-Centered, Results-Oriented, Market-based*
- *Integral component of President's Management Agenda*
- *Simplify and Unify*

From OMB E-Government Presentation Sept. 26, 2002

MEASURE WHAT MATTERS: Getting to Green -- Each Cabinet-level Department and Agency is Rated Quarterly

- **Agency E-government Status & Progress**
  - **Modernization Blueprint -- Enterprise Architecture**
  - **Business Cases -- Capital Planning and Investment Control**
  - **IT Program Management**
  - **IT Security**

- **Agency is a *Solution Partner* in Multi-agency E-Government Initiatives (3 of 4 Citizen-centered groups: G2C, G2B, G2G, IEE)**
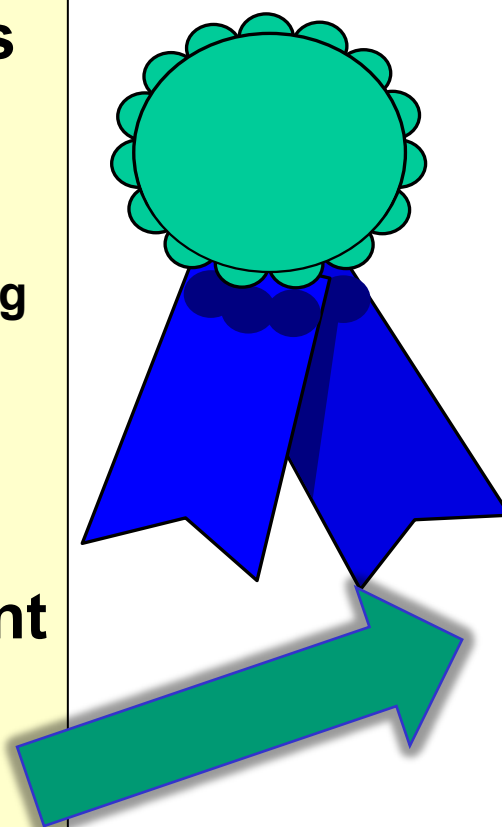
Public Law 107–347
107th Congress

An Act

To enhance the management and promotion of electronic Government services and processes by establishing a Federal Chief Information Officer within the Office of Management and Budget, and by establishing a broad framework of measures that require using Internet-based information technology to enhance citizen access to Government information and services, and for other purposes.

Dec. 17, 2002
[H.R. 2458]

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

E-Government Act of 2002.

SECTION 1. SHORT TITLE; TABLE OF CONTENTS.

(a) SHORT TITLE.—This Act may be cited as the "E-Government Act of 2002".

44 USC 101 note.

(b) TABLE OF CONTENTS.—The table of contents for this Act is as follows:

Sec. 1. Short title; table of contents.
Sec. 2. Findings and purposes.

TITLE I—OFFICE OF MANAGEMENT AND BUDGET ELECTRONIC GOVERNMENT SERVICES

Sec. 101. Management and promotion of electronic government services.
Sec. 102. Conforming amendments.

TITLE II—FEDERAL MANAGEMENT AND PROMOTION OF ELECTRONIC GOVERNMENT SERVICES

Sec. 201. Definitions.
Sec. 202. Federal agency responsibilities.
Sec. 203. Compatibility of executive agency methods for use and acceptance of electronic signatures.
Sec. 204. Federal Internet portal.
Sec. 205. Federal courts.
Sec. 206. Regulatory agencies.
Sec. 207. Accessibility, usability, and preservation of government information.
Sec. 208. Privacy provisions.
Sec. 209. Federal information technology workforce development.
Sec. 210. Share-in-savings initiatives.
Sec. 211. Authorization for acquisition of information technology by State and local governments through Federal supply schedules.
Sec. 212. Integrated reporting study and pilot projects.
Sec. 213. Community technology centers.
Sec. 214. Enhancing crisis management through advanced information technology.
Sec. 215. Disparities in access to the Internet.
Sec. 216. Common protocols for geographic information systems.

TITLE III—INFORMATION SECURITY

Sec. 301. Information security.
Sec. 302. Management of information technology.
Sec. 303. National Institute of Standards and Technology.
Sec. 304. Information Security and Privacy Advisory Board.
Sec. 305. Technical and conforming amendments.

TITLE IV—AUTHORIZATION OF APPROPRIATIONS AND EFFECTIVE DATES

Sec. 401. Authorization of appropriations.

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	OPM
	GSA
...acquisition	GSA
...Management	NARA
...essing	OPM

How to Get Started

Overarching Reform Initiatives

- Create a compelling vision for change, with guiding principles and strategies. Clarity of purpose helps create alignment among the many players involved.

- Clearly define the scope of the effort in advance. Focus only on administrative processes or encompass policy or agency-level priorities.

- Come to agreement on an initiative development and selection process. Define a timeframe for when to complete proposals and who will make final decisions helps set expectations.

Governmentwide Mission Support Reform Initiatives

- Critical success factors apply to initiatives that focus on mission support functions as well.

- Developing reform initiatives that involve mission support functions often involves constituencies outside government that make the case for reforms within their specific functional areas. Historically, this has led to some important statutory changes that lock in executive branch-led reforms.

Initiatives That Enable Mission Delivery

- Address whether an initiative should be undertaken at a governmentwide level or distributed among agencies to develop.

- The compelling case for change can drive progress.

- Determine whether the initiative is time-bound or ongoing. This will influence an initiative's staffing, governance structure, and funding.

The Rally Message

- **Breakthrough thinking:**

  "The experience with pacesetters shows another, more effective, path to change. Instead of beginning with denial, they start with curiosity about the future…It can still take time to get the business model right and remove barriers, but the results tend to be bigger and bolder actions on more fronts, laying the foundation for bigger returns."

  Rosabeth Moss Kanter, EVOLVE!, p.95

- **Manage Change -- using innovation, not control**

- **Breakthrough Performance**

  – **Leveraging technology to drive order of magnitude better results in performance**

  – **Focus on citizen, not agency needs**

  – **Delivering on time, on budget, as promised**

Blog Posts

1. Meet the Individuals Behind Government Success Stories 01/29/20
2. Reinventing Government: A Principle-Driven Reform Initiative 02/05/20
3. President's Management Agendas: What Insights Do the PMA's Origins Have for the Future? 02/12/20
4. Performance Management: An Emphasis on Accountability 02/19/20
5. Performance Management: An Emphasis on Learning 02/27/20
6. The Government's Program Management Story: Taking a Cue from The Big Screen 03/04/20
7. The Early Internet Years in Government – A Model of Fostering Innovation 03/11/20
8. E-Government – Three Vignettes that Still Resonate Today 03/19/20
9. Responding to the Year 2000 Challenge: Lessons for Today 03/25/20
10. The Open Government Story – Providing A Bridge Across the Public Sector and With the Nation 04/02/20
11. The Need to Improve Government IT: Lessons from Congress' Second Swing 04/09/20
12. The Evolution of Government Shared Services 05/04/20
13. Empowering the Federal Workforce to Get Results: Then and Now 05/13/20
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15. Promoting Employee Engagement 05/28/20
16. Improving Customer Service 06/18/20
17. The Evolution of Innovation in the Federal Government 07/09/20
18. The Evolution of the Use of Collaborative Networks in Government 08/04/20
19. Acquisition Reform in the 1990s: Lessons from a By-Gone Era for Today 08/13/20
20. A Public-Private Affair - Competitive Sourcing 08/19/20
21. Acquisition Reform Today: Back to the Future 08/27/20
22. Building the Federal Foundation for Data – A Story of Progress over Three Decades 09/01/20
23. Evolution of Federal Financial Management Reforms 09/16/20
24. A Short Trip Through Regulatory History 10/02/20
25. Saying "Thank You" Matters 10/07/20
26. Evolution of Efforts to Reorganize the Government 10/20/20
27. Evolving the Enterprise Risk Management in Government: Reflections of a Risk Management Professional 11/02/20
28. The Evolving Role of CXOs in the Federal Government 11/09/20
29. Addressing Open Questions About the Future of CXOs and Mission Support Functions 11/11/20

IBM Center for The Business of Government

- Engages with public sector executives to increase the effectiveness of government.
- Provides thought leadership from external academic institutions and nonprofits.

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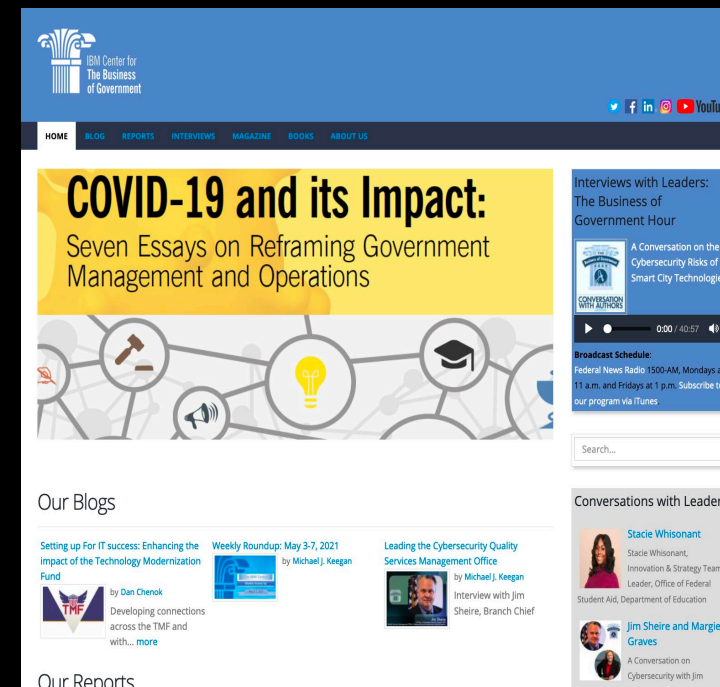
Reports

More than 400 reports that focus on major issues facing government today.

Podcasts

Over 600 government executives interviewed about their careers, agency accomplishments and management, and the future of government.

Website

Our website includes original thought leadership through our blogs, reports, government podcasts, magazines, videos, and social media links.

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Our events are hosted virtually and in the future, in office. Events include roundtables, panel events, and international briefings. We often partner with other good government groups.