SHARED SERVICES: LESSONS LEARNED FROM THE PAST

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

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

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.
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

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.
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
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)
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
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
14. Empowering HR and the Managers: Lessons from the Bush Administration 05/21/20
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
22. Building the Federal Foundation for Data – A Story of Progress over Three Decades 09/01/20
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
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