

THE BIDEN-HARRIS MANAGEMENT AGENDA VISION: Toward an Equitable, Effective, and Accountable Government that Delivers Results for All

The PMA defines Government-wide management priorities for all Federal agencies to improve how Government operates and performs. Each of the prior three Administrations released one or more PMAs.

Our focus on and commitment to these three priorities will build on steady improvements in Government systems and processes across Executive Branch departments and agencies and across Administrations. We—the President’s Management Council—offer this high-level vision for the President’s Management Agenda (PMA) now, because defining and undertaking the multi-year, whole-of-Government work of the PMA will be an investment—one that requires partnership, coordination, and inclusive opportunities for participation in the weeks, months, and years ahead.

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President Joe Biden (POTUS)

Stakeholder(s):

President's Management Council :

We are the President's Management Council (PMC)—the primary Government-wide body that advises the President and the Office of Management and Budget (OMB) on management issues that span agencies, from workforce and technology, to service delivery and financial management, chaired by the OMB Deputy Director for Management.

We are Deputy Secretaries and Deputy Administrators from the 24 agencies included in the Chief Financial Officers Act of 1990 (P.L. 101-576), as well as the Director of the Office of Personnel Management (OPM), the Administrator of the General Services Administration, and the White House Cabinet Secretary.

Through the PMC, we provide organizational performance and management leadership throughout the Executive Branch, and oversee implementation of whole-of-Government management policies and programs. We will provide overall direction for implementation of the priorities and strategies of this PMA Vision.

The work of the PMA will involve many people across the Government. Each priority area of the PMA will have an interagency goal team focused on implementation. Interagency forums, executive management councils, and communities of practice will provide agencies with opportunities to connect, share, and learn. This will ensure that collaborative, values-driven approaches developed through the PMA are lasting and durable moving forward.

Jason Miller :

Deputy Director for Management (PMC Chair), Office of Management and Budget

Jewel Bronaugh :

Deputy Secretary, Department of Agriculture

Robin Carnahan :

Administrator, General Services Administration

Daniel Dorman :

Executive Director for Operations, Nuclear Reactor Commission

Antwaun Griffin :

Chief of Staff, Small Business Administration

Evan Ryan :

White House Cabinet Secretary

Don Graves :

Deputy Secretary, Department of Commerce

Kathleen Hicks :

Deputy Secretary, Department of Defense

Karen Marrongelle :

Chief Operating Officer, National Science Foundation

Kilolo Kijakazi :

Acting Commissioner, Social Security Administration

Cindy Marten :

Deputy Secretary, Department of Education

Janet McCabe :

Deputy Administrator, Environmental Protection Agency

Brian McKeon :

Deputy Secretary for Management and Resources, Department of State

Pamela Melroy :

Deputy Administrator, National Aeronautics and Space Administration

Andrea Palm :

Deputy Secretary, Department of Health and Human Services

Donald Remy :

Deputy Secretary, Department of Veterans Affairs

Julie Su :

Deputy Secretary, Department of Labor

John Tien :

Deputy Secretary, Department of Homeland Security

Adrienne Todman :

Deputy Secretary, Department of Housing and Urban Development

Polly Trottenberg :

Deputy Secretary, Department of Transportation

David Turk :

Deputy Secretary, Department of Energy

Vision

Toward an equitable, effective, and accountable Government that delivers results for all

Mission

To define Government-wide management priorities for all Federal agencies

Values

Governance: Governing is values in action. As we work to further develop and implement the PMA, we will do so with the following set of values. These values guide all of our work. They define how we execute. They define why we do this work. Together, they guide us in the right direction as we deliver results for the public and strengthen our Government for today and tomorrow.

Equity: We commit to advancing equity as a core part of Government management and decision-making processes. We will demonstrate that advancing equity is not a zero-sum game that benefits some communities at the expense of others. Equity benefits all of us, not just some.

Dignity: We value and respect the inherent dignity of all people. We are a Government that is shaped by, is accountable to, and serves all of its people. The dignity of dedicated Federal employees is crucial to executing on the mission of the Federal Government. In our service, we will meet Americans where they are, and seek the public's participation and input in our work.

Accountability: We will consistently act in a manner deserving of the public's trust, with utmost integrity and stewardship in everything that we do as public servants.

Results: We will manage the Government to significantly and positively affect the lives of the public. We will work collaboratively across agencies to solve real problems facing America's families, workers, businesses, and communities—better ensuring that all have a fair shot.

Priority 1. Federal Workforce

Strengthen and Empower the Federal Workforce

Stakeholder(s)

Federal Workforce

First, we commit to ensuring that the Federal workforce is strong, empowered, and well equipped to effectively deliver for the public. To do that, the Federal Government must become a model employer, with high employee engagement, a commitment to respect workers' right to organize and bargain collectively, and strong systems to hire, retain, and develop the people needed to deliver agency missions. That includes having a workforce—at every level—that looks like America. Being a model employer also includes evolving our workplaces and work practices to reflect the needs

of our workforce today and tomorrow, including by ensuring that Federal employees have a voice in their workplaces through their unions. The people who serve in Government are our Government's most important assets.

We will take new steps to attract, hire, involve, develop, support, and empower talent who can help us meet the challenges of today and tomorrow.

This includes:

- Continuing to build a diverse, equitable, inclusive, and accessible workforce that reflects our nation
- Ensuring that every Federal employee's job is a good job with the tools, work environment, and resources they need to succeed, and respected rights to organize, bargain collectively, and have their voices heard through their unions in agency decisions that genuinely matter
- Leveraging what we have learned through the pandemic about the resiliency and adaptability of our workforce to make the Federal Government a more ideal and forward-thinking employer

This work will be supported by the infrastructure and data needed to sustain the Federal Government as a model employer, and informed by consistent engagement with our public servants across Government and their unions, as well as external stakeholders.

Strategy 1.1. Employees

Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government

Together, agencies must focus on attracting more people to Federal service long-term, while also addressing immediate agency hiring needs to rebuild capacity. We need to marshal all resources and take an "all of the above" approach to support a talent surge, focused on bringing Government resources together to identify top talent challenges and hire the right people in a timely manner.

As the country's largest employer, the Federal Government has an extensive and complex hiring process, which can hamper efforts to recruit and onboard needed talent. Challenges including long hiring and background vetting times and low hiring manager satisfaction have kept the Federal Government from achieving its goal of being a model employer and being competitive in the labor market. Today, less than 7% of the Federal workforce is under the age of 30 and nearly 28% of Federal employees are eligible to retire in the next 5 years. Given expected retirements and the growing need for new skill sets across agencies, this is a significant risk to our mission effectiveness and the long-term health of Federal agencies.

Moving forward, we need to:

- Improve competitive hiring by empowering hiring managers to work with agency human resource professionals to develop hiring actions that meet mission needs
- Adapt Federal hiring processes to meet the talent needs of tomorrow
- Actively engage candidates, communities, schools, and organizations who have been historically underrepresented in the Federal recruitment and advancement process
- Transform personnel vetting to better identify risk and support missions and workforce mobility, while mitigating risk

Stakeholder(s):

Federal Employees

Strategy 1.2. Jobs

Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers

Federal employees walk through the door deeply committed to public service. As employers, it is our responsibility to continue to cultivate their passion and empower them to advance their missions. While Government-wide employee engagement has increased over the past several years, it still is lower than the private-sector average. We know that engagement is important for high performance. Analysis of the Federal Employee Viewpoint Survey shows a strong positive correlation between the Employee Engagement Index and

employee perception of agency mission success. As a mission-based enterprise, the Federal Government must do better.

To enhance engagement and Government performance, it is crucial that every Federal job is a good job. Agencies across the Government must strive to reflect the commitment of their workforces by closely examining employee compensation packages, including rates of pay and pay equity, and identifying circumstances and policies to foster high-performance workplaces that represent all of America and create a culture of respect and belonging. These efforts will help agencies retain qualified employees, create a pipeline of qualified leaders, and provide better services to the public.

The Federal Government also must be a model employer with respect to worker organizing, collective bargaining, and labor-management partnership. Agencies should make it as easy as possible for their employees to communicate with union representatives and, if the employees choose, to join or organize a union. The Administration's philosophy is that Federal employee organizing is a good and productive workplace practice that it should facilitate. Managers and supervisors should remain neutral in all organizing campaigns, but also engage actively with their employees' unions on matters of consequence in the workplace. Agencies should work with their employees' unions to establish labor-management partnerships.

Stakeholder(s):

Federal Employee Unions

Federal Employees

Strategy 1.3. Work

Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends

The Federal Government has an opportunity to leap forward in terms of how we conduct our work, and we will be redesigning our future together. By utilizing expanded flexibilities in work arrangements, such as expanded telework and alternative work schedules, and increased adoption of technology, such as cloud computing, collaboration tools, and automation, the Government will enhance its ability to recruit and retain top talent, staying competitive with broader trends in how Americans work. Our changing world has proven that innovation is possible in the way Federal employees work and operate, including changing needs and uses for traditional office buildings. We will plan and pilot new approaches together, toward the future of Federal work. This will include developing a new vision for how we use the Federal real estate footprint nationwide across agencies in response to shifts in both where Federal employees work and how they work in person together, to ensure both effective mission delivery and employee health, safety, and wellbeing.

Strategy 1.4. System

Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions

Stakeholder(s):

OPM :

OPM manages the Federal civil service, coordinates recruiting and hiring of new Government employees, works closely with the national Federal employee unions, and manages Federal employee benefits. As our Government faces increasingly complex challenges, the need for Federal leaders, managers, and front-line staff with the right skills in the right jobs has never been greater. To meet this need, OPM will enhance its ability to effectively deliver on its mission to lead Federal human capital management, and

serve as a central, strategic leader in Federal human resources.

OMB :

To help agencies deliver on their missions, OPM and OMB also will continue to build out tools to support agency human resources professionals in data-driven strategic workforce planning and decision-making related to employee engagement, inclusion, and organizational performance.

Priority 2. Services

Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience

Second, we will improve the experience of those Government serves—all of the people, families, businesses, organizations, and communities across America, especially those communities that have been historically underserved by Government—when they use Government services. This focus on customer experience will not only improve the delivery, efficiency, security, and effectiveness of our Government programs, it will advance equity and enhance everyday interactions with public services and uplift the lives of those who need it the most.

Strategy 2.1. Design

Improve the service design, digital products, and customer-experience management of Federal High-Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes

Customer experience is not a new concept to the Federal Government. The Clinton Administration directed agencies to measure the performance of their service to the American public and aimed to establish customer-service standards across Government. Even as there have been areas of progress at many agencies, the fact is that service delivery from Federal service providers has not kept pace with the needs and expectations of those it serves.

We must address these shortcomings head-on and build on progress already underway, with an emphasis on ensuring that we are serving all of our customers equitably. This includes building on progress among Federal High Impact Service Providers—those services that serve the largest percentage of people, conduct the greatest volume of transactions annually, and have an outsized impact on the lives of the individuals they serve. Focusing on these high-impact services will yield capabilities, tools, and practices that will cascade to other Federal programs and services as well, improving our delivery Government-wide.

Stakeholder(s):

Federal High-Impact Service Providers

Strategy 2.2. Delivery

Design, build, and manage Government service delivery for key life experiences that cut across Federal agencies

People trying to access Government support and services while experiencing a major event in their lives do not see the process through the lens of an individual agency, but that is the way too many Federal Government services operate today. The result is that Government customers spend too much time filling out duplicative paperwork or navigating multiple interactions spanning multiple agencies just to receive Government services for which they are eligible. When a person experiences a disaster or loses a job, Federal Government services should meet them where they are instead of asking them to navigate Government siloes. By better coordinating service delivery based on the life experience of the customer, instead of around existing funding streams or organizational structures, Government can better serve the public's needs, improve mission delivery, and advance equitable outcomes for all communities.

Understanding existing barriers to public services is a crucial art of this work. Human-centered design research will drive the management of Federal programs to develop a comprehensive understanding of how individuals interact with Federal services. Through this process, agencies will identify barriers to service delivery and how those barriers create undue burdens on those the Government serves, in particular for underserved communities.

These customer insights will help us more quickly identify and address pain points and gaps in accessibility and equity, helping to inform efforts to ensure that the services we provide are well-designed and widely available to people of all abilities. All Americans must be able to easily access the services they need when they need them.

Strategy 2.3. Sharing

Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers

How the public interacts with Government programs and benefits influences their level of trust in Government as an institution. The Federal Government touches individuals, families, and business in many areas of their lives, and High Impact Service Providers have similar needs in terms of products and standards. We intend to leverage the scale of common capabilities while designing safe and secure products that better meet what the customer needs. For example, a single login credential or customer account could empower service providers to streamline customer experience; and common customer feedback tools, like platforms for online surveys, could yield business intelligence to support data-driven decisions to improve service delivery.

We will work to improve the customer’s experience on the front end, and also will collaborate across Government to emphasize shared data, secure systems, and seamless interactions among agencies in back-office operations. Where we are sharing data among agencies, we will do so responsibly, in consultation with civil rights groups and other stakeholders, securely, and in a manner that protects privacy. We also will integrate customer experience measures and indicators of responsible data sharing into the Government’s accountability and performance system to regularly track progress.

Stakeholder(s):

Individuals

Businesses

Families

High Impact Service Providers

Priority 3. Management

Managing the Business of Government to Build Back Better

Third, we will use how we manage the business of Government—as a Federal enterprise—to catalyze outcomes that support building back better. These efforts will foster lasting improvements in how the Federal Government buys products and services to strengthen domestic manufacturing, support America’s workers, create and sustain good-quality union jobs, lead by example toward sustainable climate solutions, and create opportunities for underserved communities. These efforts also will build capacity in Government financial management systems and enhance how the Government manages grants and other forms of financial assistance to support American industrial strategy, address climate-related risks, and deliver equitable results.

Strategy 3.1. Acquisition

Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities

The Federal Government procures more than \$600 billion in goods and services annually. The Biden-Harris Administration has committed to deploying the Federal acquisition system—how the Federal Government buys those products and services—to drive results that benefit all Americans. For example, Federal agencies are leveraging Federal purchasing power to strengthen our domestic manufacturing base and support American workers. By procuring goods and services that are Made in America, we will strengthen the domestic industrial base, enhance and repair critical supply chains, build resilience against future supply disruptions, and empower America’s workers by expanding opportunities.

The Administration also is leveraging the power of procurement to address the climate crisis. Government acquisition will support the goals of achieving a carbon pollution-free power sector by 2035. We are working toward leading by example by prioritizing clean energy in the Government, such as converting the Federal vehicle fleet to zero-emission vehicles and upgrading facilities to energy efficient standards.

Federal agencies also are managing Federal acquisition to tackle inequities in our society and throughout our communities. By creating more opportunities for all types of businesses and underserved entrepreneurs to compete for Federal contracts, the Federal marketplace can serve as a platform to create a more equitable economy.

Stakeholder(s):

American Workers

Underserved Communities

Strategy 3.2. Financial Assistance

Build capacity in Federal financial management and through Federal financial assistance to catalyze American industrial strategy, address climate-related risks, and deliver equitable results

The Federal Government provides more than \$800 billion in financial assistance and grants annually—and sometimes much more in times of crisis—creating a crucial, collective opportunity to improve management of the Government’s financial resources in a manner consistent with the PMA’s values of equity, dignity, accountability, and results.

Already, the Biden-Harris Administration has committed to harnessing how the Government manages and oversees its grantmaking and financial assistance to implement President Biden’s vision for building back better in specific and tangible ways.

Strategic management and oversight of Federal financial resources, including Federal financial assistance, can help build capacity and strengthen American industry, maximizing Federal funding allocated to U.S. products in critical supply chains and incentivizing strong workplace practices—such as good pay, safe workplaces, and

freedom for workers to organize, bargain collectively, and have their voices heard—among financial assistance recipients.

In addition, Federal agencies are using financial management systems to track the financial risks that the climate crisis poses to the American economy, and aim to lead by example by appropriately prioritizing Federal investments and conducting prudent fiscal management. Agencies also are working to deliver more equitable results in financial assistance programs, including by centering considerations of equity within program integrity.

Administrative Information

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