



## Shifting From Low-Value to High-Value Work

### Goal Leaders:

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## Goal Statement

Federal agencies will shift time, effort, and funding from low to high-value work through the elimination of unnecessary requirements, burden reduction, optimization and streamlining, and workload automation. Based on the 2020 Customer Satisfaction Survey, Federal employees on average spend an estimated 275 hours per year on work they consider low-value. Over the next two years we will work to reduce the government-wide average by 15%, which could reduce the total hours of low value work employees have identified by up to 25 million hours.



## Challenge

All Federal Agencies are charged with effective stewardship of taxpayer funds, a responsibility that requires both critical mission achievement and a continuous focus on improving operational efficiency. Time, energy, and resources spent performing repetitive, manual processes, and adhering to unnecessary and obsolete policies, hinders Agencies' ability to achieve effective stewardship.

Agencies must actively work to eliminate low value, legacy requirements that persist over time despite changes to the challenges they were intended to solve, optimize low value, manual processes that absorb time and resources, and leverage automation to create organizational capacity.



## Opportunity

Federal Agencies can identify and streamline operational processes to improve the pursuit of mission outcomes and increase the effectiveness and efficiency of Government.





### **The strategies and actions of this CAP Goal are working toward a future in which:**

- Agencies eliminate, optimize, or automate repetitive and tedious work. This will include process optimization, workload elimination, and task automation through Artificial Intelligence (AI) and Robotic Process Automation (RPA).
- Federal managers report burdensome, wasteful, and low-value work through the annual Customer Satisfaction Survey administered by GSA. The President's Management Council reviews the responses and take action to respond, so that Federal managers reduce the percentage of their time spent on low-value work.
- The Executive Branch identifies outdated and burdensome reporting and other legal requirements for Congress.
- OMB and agencies monitor the cost of new laws and administrative requirements and work to achieve no net new burden through corresponding reductions to outdated requirements.



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## CAP Goal 6: Shifting from Low to High Value Work

WORKLOAD  
AUTOMATION

**STRATEGY 1:**  
Facilitate Agency  
adoption of innovative  
automation  
technologies.

WORKLOAD REDUCTION

**STRATEGY 2:**  
Foster Agency  
identification and  
delivery of impactful  
workload reduction  
initiatives.

REQUIREMENT  
ELIMINATION

**STRATEGY 3:**  
Eliminate outdated  
reporting  
requirements.

BURDEN  
ASSESSMENT

**STRATEGY 4:**  
Institute assessment of  
burden as part of OMB  
guidance  
development.





# CAP GOAL 6 HIGHLIGHTS

## RECENT RPA PUBLICATIONS

Available at <https://digital.gov/communities/rpa>



*RPA Program Playbook –  
July 16, 2020*



*Creating a Robust Controls  
System for RPA Programs –  
July 16, 2020*

## REPORTS ELIMINATION LIST

(2021 Budget) Available at: [www.performance.gov](http://www.performance.gov)

**Performance.gov**

News Management Priorities Agencies Data About

Elimination of Unnecessary Agency Reports

### Elimination of Unnecessary Agency Reports

**Overview**

Federal agencies must comply with thousands of statutorily-mandated reporting obligations each year. Too often, these requirements persist over time despite changes to the circumstances they were intended to address. Time, money, and energy is lost complying with outdated, redundant, and unnecessary requirements that could be better spent accomplishing high-value objectives. With enactment of the Government Performance and Results Act (GPRA) Modernization Act of 2010, Congress initiated an annual requirement that the Administration propose for elimination or modification congressionally-required plans and reports Federal agencies identify as outdated or duplicative.

**List for the 2021 Budget Year**

Although hundreds of reporting requirements have been proposed for elimination each year, Congress has rarely taken action, resulting in a list of reports proposed for elimination by the Executive Branch that is largely the same from one budget year to the next. Taking an opportunity to draw the attention of the

## RECENT RPA EVENTS

**EVENT ANNOUNCEMENT**  
Leveraging DevOps for AI Adoption

Hosted by the RPA, DevOps, and AI CoP's  
Thursday, August 13th from 11:00 AM - 12:00 PM EST  
Calendar invitation to follow.

**Krista Kinnard**  
Director  
AI Center of Excellence  
GSA

**Joseph Raetano**  
Lead Researcher  
AI Center of Excellence  
GSA

To implement AI effectively, agencies need to understand how AI works with agile methodologies and DevOps. During this webinar, two Federal SMEs will provide insights and examples on how AI applications fit into existing DevOps and agile frameworks.

*Leveraging DevOps for AI Adoption –  
August 13, 2020*

**EVENT ANNOUNCEMENT**  
NASA's DevSecOps and RPA

This discussion will provide insight into NASA's DevSecOps implementation and how RPA utilizes this capability. NASA's DevSecOps technology enables automatic development and deployment of services into highly available commodity platforms, while enforcing compliance with NASA's requirements for software development, configuration management, quality assurance, cyber-security/information assurance and release management.

**Peter Cauwels**  
NASA  
Agency Applications Office

**Ronald Nawby**  
NASA  
Engineering Directorate and CIO

Thursday July 30th, 11:00 AM - 12:00 PM EST

*NASA's DevSecOps and RPA – July 30,  
2020*

**Event Announcement:**  
USDA RPA Program Overview

Thursday, July 16th from 11:00 AM - 12:00 PM EST

This is an overview of the USDA RPA Program operations and the RPA Service Management Organization (SMO) development process.

**Brian Fields** Operations Manager  
**Tim Sleen** Lead RPA Technical SME  
**Greg Jorgensen** Lead RPA Solution Engineer  
**Lattice Goldsby** RPA Program Project Manager  
**Sonya Alvoig** RPA Solutions Strategist

**Agile Federal Workforce Forum:**  
Automating HR Processes

Federal RPA Community of Practice  
June 11th, 2020, 11:00 - 12:00 pm EST

*Automating HR Processes – June  
11, 2020*

**Event Announcement**  
ICAM Policy for Emerging Technology

Thursday, July 9th from 11:00 AM - 12:00 PM EST

Identity, credential, and access management (ICAM) comprises the tools, policies, and systems that allow an organization to manage, monitor and secure access to protected resources. In this webinar, two Federal SMEs will provide insights on mitigating risk and establishing agency ICAM policies for non-person entities (NPEs).

**Alex Cohen** Director, Emerging Technology Office of Governmentwide Policy, GSA  
**Daria Medved** Deputy Director, Office of Governmentwide Policy, GSA

Calendar invite to follow.

*ICAM Policy for Emerging Technology –  
July 9, 2020*





# Strategy 1: Workload Automation

Facilitate Agency adoption of innovative automation technologies.

Workload automation technologies like Robotic Process Automation (RPA), Artificial Intelligence (AI), and Machine Learning can provide Agencies with the organizational capacity needed to transition from low to high value services. This strategy seeks to help Agencies select optimal solutions, overcome common technology, management, and operational challenges, and implement automations that create engaged and high-performing organizations.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Establish an RPA Federal Community of Practice (COP) to share information, technical options, and best practices to accelerate RPA deployment across Federal agencies.	Completed (Q4 FY19)	COP established with over 900 federal employees as members. 12 practice areas established with volunteer government leaders for each.	GSA	
Develop and disseminate an RPA Program Playbook with insights and best practices for maturing agency RPA capabilities.	Ongoing	<p><b>Q1FY20:</b> Content generated by 12 practice areas and initiation of review process.</p> <p><b>Q2FY20:</b> Completion and dissemination of final playbook on digital.gov. Nearly 5,000 downloads to date.</p> <p><b>Q3FY20:</b> Completion and dissemination of playbook addendum 1 – “Establishing a Robust RPA Controls Environment.”</p> <p><b>Q1FY21:</b> Completion and dissemination of playbook addendum 2 – “The State of Federal RPA.”</p>	RPA COP	





# Strategy 1: Workload Automation (continued)

Facilitate Agency adoption of innovative automation technologies.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Facilitate knowledge sharing initiatives that incorporate industry best practices, guidance for functional organizations (e.g., finance), and RPA program capabilities.	Ongoing	<p><b>Q4 FY19:</b> RPA Industry Day (700+ attendees)  <b>Q1/Q2FY20:</b> RPA functional workshops held for Acquisitions and Finance (200+ attendees)  <b>Q1/Q2FY20:</b> Capability workshops on RPA technology challenges and process selection and assessment (400+ attendees)  <b>Q2/Q3FY20:</b> 18 webinars and in person events completed to date in FY20. Events include program capability and functional use case webinars / events.  <b>Q3/Q4FY20:</b> Conducted several joint webinars with the DevOps CoP to demonstrate the intersection of RPA technologies and DevOps approaches.  <b>Q3FY20:</b> Conducted Federal RPA CoP Maturity Survey to gauge government-wide RPA progress.  <b>Q4FY20:</b> Conducted 26 RPA program interviews to develop consistent metrics / an authoritative data set on deployment.  <b>Q4FY20:</b> Developed mechanisms for increasing private sector involvement in the CoP including a new listserv and communication outreach strategy.  <b>Q4FY20:</b> Planned – Ongoing agency RPA Program mentoring with biweekly community meetings.  <b>Q1FY20:</b> Planned = Inclusion of private sector presentations from vendors and integrators on emerging technologies and RPA approaches.</p>	RPA COP	
Develop, publish, and maintain a use case inventory of RPA automations and applications.	Q3 FY20	<p><b>Q2FY20:</b> Completed initial collection of 300+ use cases to populate the inventory.  <b>Q3FY20:</b> Completed validation and cleansing of use case inventory data.  <b>Q3FY20:</b> Built use case inventory portal with capability to link to digital.gov.  <b>Q4FY20:</b> Deployment of the RPA Use Case Inventory with an instructional manual for Federal Agencies.  <b>Q4FY20:</b> Launch of feedback mechanisms within the Use Case Inventory to facilitate government-wide collaboration.</p>	RPA COP	





# Strategy 1: Workload Automation (continued)

Facilitate Agency adoption of innovative automation technologies.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Collaborate with the CIO council, Federal CIOs, Federal CISOs, and Federal CPOs to provide recommendations on Federal IT standards for credentialing, ATO, and individual authorization to expedite RPA adoption Government-wide	Q4FY20	<p><b>Q2FY20:</b> Provided an Initial briefing to the CIO Council Executive Committee outlining technology policy challenges.</p> <p>Next steps delayed to Q1FY20.</p> <p><b>Q1FY21:</b> Planned – Deliver recommendations to OGP policy writing group for inclusion in government-wide, standardized RPA policy.</p>	GSA	
Facilitate the development of Government-wide automations to consolidate development efforts, leverage economies of scale, and increase efficiency.	Ongoing	<p><b>Q2FY20:</b> Completed contractor responsibility bot with potential for deployment government-wide.</p> <p><b>Q4FY20:</b> Planned – Pilot contractor responsibility bot with other Federal Agencies.</p> <p><b>Q4FY20:</b> Planned – Recommend funding mechanisms to facilitate government-wide shared automations.</p> <p><b>Q1FY21:</b> Planned – Roll out additional government-wide shared automations as a service.</p>	RPA COP / GSA	
Develop, publish, and maintain a use case inventory of AI applications and initiatives.	Q4 FY20	Final Version Delayed to Q1	AI COP	
Develop and disseminate an <i>AI Guide in Government</i> with insights and best practices for accelerating Agency AI deployments.	Q4 FY20	<b>Q4FY20:</b> – Completion and dissemination of final AI Guide on digital.gov.	AI COP	
Convene a Government-wide RPA council with senior representation from Federal agencies to champion the execution of RPA implementation.	Q1FY21	Proposed approach in development.	GSA / OMB	





## Strategy 2: Workload Reduction

Foster Agency identification and delivery of impactful workload reduction initiatives.

Front-line Federal employees are the experts in identifying low-value work, as they are the ones who feel the burden of unnecessary requirements which distract them from accomplishing their mission and service objectives.

OMB and GSA will solicit input directly from employees on the frontlines and in programs, and provide it to agencies to identify opportunities for workload reduction. This will allow agencies to target areas identified by employees for improvement and allow them to shift time to higher value work. This information will also be made publicly available on Performance.gov.

To support agencies in reducing workload, GSA will scale their Eliminate, Optimize, and Automate (EOA) initiative to other agencies and develop a handbook and toolkit.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
GSA incorporates burden question within 2020 Benchmarking Manager Survey.	Q1FY20	Completed	GSA / OMB	
Analysis of data obtained from the 2020 Benchmarking Manager Survey. Final report will be provided to agencies.	Q3FY20	Completed	OMB/ GSA	
GSA develops and shares a case study on its agency-wide implementation of an Eliminate, Optimize, and Automate (EOA) initiative.	Q4FY20	<p><b>Q1FY20:</b> - Expanded the EOA initiative to 1,700 CXO employees within GSA, netting identification of 500,000 hours of annualized capacity.</p> <p><b>Q4FY20:</b> GSA CXO EOA Initiative identified over 700,000 hours of annualized capacity, and at end of FY will have implemented over 400,000 hours.</p> <p><b>Q4: EOA Pilot 1:</b> EOA Initiative launched within Department of Education Office of Human Resources.</p> <p><b>Q1FY21:</b> Planned – Develop use case study and summary results document.</p>	GSA	





## Strategy 2: Workload Reduction (continued)

Foster Agency identification and delivery of impactful workload reduction initiatives.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Identify and collaborate with another Federal agency to deploy an EOA initiative.	Q4FY20	<b>Q4FY20:</b> EOA Pilot 2: EOA Initiative launched within Department of Education Office of Human Resources. <b>Q4FY20:</b> EOA Pilot 3: EOA Initiative launched within NASA Mission Support Directorate.	GSA	
EOA Strategy handbook and toolkit delivered to Agencies – detailing strategies for opportunity identification, project scoping, performance metrics, and employee engagement.	TBD	<b>Q1 FY21:</b> Planned – Launch EOA initiatives with other Federal Agencies. <b>Q1FY21:</b> Planned – Develop EOA Strategy handbook and toolkit for sharing with Federal agencies.	GSA	Scope to be determined by Available CAP Goal 6 Funding.
GSA incorporates burden question and associated revisions into the 2021 Benchmarking Manager Survey.	Q1FY21	On track	GSA / OMB	
Analysis of data obtained from the 2021 Benchmarking Manager Survey. Final report will be provided to agencies.	Q3/Q4FY21	On track	OMB/ GSA	





## Strategy 3: Requirement Elimination

Eliminate outdated, duplicative, and unnecessary reporting requirements.

**Overview.** Federal agencies must comply with thousands of statutorily-mandated reporting obligations each year. Too often, these requirements persist over time despite changes to the circumstances they were intended to address. Time, money, and energy is lost complying with outdated, redundant, and unnecessary requirements that could be better spent accomplishing high-value objectives. Through the Government Performance and Results Act (GPRA) Modernization Act of 2010, Congress requires Federal agencies to identify for elimination or modification congressionally-required plans and reports that are outdated or duplicative.

**List for the 2021 Budget Year.** Although hundreds of reporting requirements have been proposed for elimination each year, Congress has rarely taken action, resulting in a list of reports proposed for elimination by the Executive Branch that is largely the same from one budget year to the next. Taking an opportunity to draw the attention of the Congress to a particular set of reports as the Administration works with them in a new targeted approach, the listing released as part of the 2021 Budget is comprised of a limited subset of plans and reports previously proposed for elimination or modification to the Congress. With this year's listing, the Administration has issued a streamlined list that incorporates report-reductions previously proposed by the Executive Branch and that were endorsed earlier this year by the Senate Committee on Homeland Security and Government Affairs in Senate Bill [S.2769](#) (short title: "Congressional Reporting Burden Reduction Act"), along with a select few of other particularly outdated or unnecessary reporting requirements. Download the 2021 Budget list at [performance.gov/elimination](https://www.performance.gov/elimination).

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Update annual Agencies' Report for Congress (2020 List w/ FY 2021 Budget)	Q1FY20	Completed	OMB	
Report provided to Congress via Performance.gov (2020 List w/ FY 2021 Budget)	Q2FY20	Completed in Q3FY20	OMB	
Update annual Agencies' Report for Congress	Q1FY21	Not started	OMB	
Report provided to Congress via Performance.gov (2021 List w/ FY 2022 Budget)	Q2FY21	Not started	OMB	





## Strategy 4: Burden Assessment

Institute assessment of burden as part of OMB guidance development.

Agencies must comply with hundreds of legacy operating requirements, built up over successive administrations, that persist over time despite changes to the circumstances they were intended to address. Time, energy, and dollars spent performing repetitive administrative tasks and complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.

To reduce the administrative and compliance burden on Federal agencies, OMB will develop a process for assessing and quantifying burden estimates associated with pending legislation or new management guidance. Through this process, the objective will be to achieve no new net burden annually.

OMB intends to develop and implement capabilities for reducing burden, to include integrated information storage and sharing technologies and automation software.

Key Milestones	Due Date	Milestone Status	Owner	Anticipated Barriers
Develop burden-estimation methodology for new OMB guidance	Q4 FY20	In development / On track	OMB	
Begin providing burden estimates for proposed legislation	TBD	In development	OMB	

