

ENSURING AN EQUITABLE, EFFECTIVE, AND ACCOUNTABLE GOVERNMENT THAT DELIVERS RESULTS FOR ALL

Under the President's leadership, the Nation is rising to meet the full range of challenges and opportunities before us. As set forth in the President's Management Agenda (PMA), making the most of this historic moment and delivering on the President's agenda also requires strengthening the Government's capacity to meet the needs of all Americans—toward a Government that works for people by meeting them where they are. To help deliver that future, the President's Budget advances the goals of the PMA across three key priority areas: strengthening and empowering the Federal workforce; delivering excellent, equitable, and secure Federal services and customer experience; and managing the business of Government to build a better America. This work—including the investments the Budget puts forward in support of the PMA—is critical for bolstering the Federal Government's capacity and capabilities to deliver for the American people today and for years to come.

Values in Action

The Administration's work to further develop and implement the PMA, including through the Budget, is guided by values: equity, dignity, accountability, and results. These values guide the Administration's work to deliver results for the public and strengthen the capacity of Federal agencies. For example, the Budget advances these values by:

Advancing Equity as a Core Part of Government Management and Decision-Making Processes. To support the

Administration's whole-of-Government approach to advancing equity, the Budget provides resources to hire Federal agency talent and expertise needed to help embed equity in agency decision-making and policy-making, such as civil rights legal expertise, human-centered design, public engagement and participatory design, evaluation and evidence design, planning and analysis, and data science. For example, the Budget includes resources to: expand the Department of Labor's Civil Rights Center in order to begin establishing regional offices across the Nation that can be more responsive to regional equity challenges; promote greater equity in service delivery at the Veterans Benefits Administration by placing evaluation analysts to assess potential disparities among veterans who have historically been disadvantaged based on their race, ethnicity, sex, sexual orientation, or gender identity; and help to bolster the Federal Emergency Management Agency's capacity to identify inequities and barriers to access in the application process for disaster assistance.

Treating Every Person with Dignity and Meeting the American People Where They Are. The Administration values and respects the inherent dignity of all people. The Government of the United States is working to recommit to being “of the people, by the people, [and] for the people” in order to solve the complex challenges the Nation faces. Through the PMA and the President's Executive Order 14058, “Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government,” the Administration has developed an accountability framework for designing and delivering services with a focus on the actual

experience of the people whom Federal agencies are meant to serve. The Budget supports agencies conducting activities in support of this framework, including building increased mechanisms for providing feedback and input from the public into the work of the Government, hiring for the skills and expertise required to conduct human centered design, and forming interagency teams to tackle pain points from the lens of how *people* experience the Government's role in important events in their lives.

Managing Federal Funding with Accountability and Integrity. The Administration is committed to improving program integrity and ensuring effective stewardship of taxpayer dollars, including through implementation of the American Rescue Plan Act of 2021 (American Rescue Plan) and the Infrastructure Investment and Jobs Act (Bipartisan Infrastructure Law). To deliver on those commitments, the Administration has provided comprehensive guidance to Federal agencies to ensure coordinated and consistent approaches to fostering program integrity and delivering on the intended outcomes for financial assistance programs. In addition, as the President has made clear, results and accountability go hand-in-hand. To that end, the Administration is committed to collaborating with the Congress and the oversight community, including Offices of Inspectors General and the U.S. Government Accountability Office, as appropriate, and across various sectors and levels of the Government. Also, the Administration will apply its commitment to accountability and transparency to implementation of the resources provided by the President's Budget as well, through sound financial management and a focus on delivering effective and equitable funding.

Managing the Government to Deliver Results that Improve Lives. As part of the Administration's commitment to deliver results for all, Federal agencies have worked with external stakeholders and their own workforces to create four-year strategic plans that define mission success, as well as two-year Agency Priority Goals (APGs), reflecting each agency's top implementation priorities. Concurrent with the President's

Budget, Federal agencies have identified strategic goals, strategic objectives, and APGs that reflect the bottom line of the Government advancing outcomes across key Administration priorities, including improving customer experience, advancing equity, combatting climate change, improving the Nation's infrastructure, and meeting the health, welfare, and economic challenges of the COVID-19 pandemic. In addition, the Office of Management and Budget (OMB) has deployed Cross-Agency Priority (CAP) Goals to establish cross-cutting targets that cover a limited number of mission and management areas where Government-wide direction will be helpful to drive collective action on these cross-cutting issues. The public will be able to follow progress toward PMA priorities, agency strategic plans, and APGs, on <https://Performance.gov>, which will be updated quarterly.

Strengthening and Empowering the Federal Workforce

The strength of any organization rests on its people. As the Nation's largest employer, more than four million Americans work for the Federal Government, both at home in the United States and overseas. Those serving in Government today are dedicated and talented professional public servants. That is why the President has taken significant steps to protect, empower, and rebuild the career Federal workforce, and why the President charged the White House Task Force on Worker Organizing and Empowerment with developing steps to augment the voice of frontline Federal workers. The Budget makes further investments in the Federal workforce by providing agencies with new tools to help win the competition for highly-skilled talent. The Budget builds on this work and advances the first PMA priority—strengthening and empowering the Federal workforce—by:

Making Every Federal Job a Good Job, Where All Employees are Engaged, Supported, Heard, and Empowered. Federal agencies must cultivate the passion of their employees and empower them to advance agency

missions—and the Federal Government must be a model employer with respect to worker organizing, collective bargaining, and labor-management partnership. The voices of Federal employees are critical to agency management, which is why the Administration is strengthening the annual Federal Employee Viewpoint Survey and piloting a Government-wide pulse survey of Federal employees. These efforts will help agencies retain qualified employees, empower workers to make their agencies better, create a pipeline of qualified leaders, and provide better services to the public. The Budget supports these objectives by ensuring that all those in Federal jobs earn at least \$15 per hour and providing a pay increase of 4.6 percent for civilian and military personnel. The Budget also supports the Office of Personnel Management (OPM) and agencies' ability to answer the President's call for agencies to lead by example in supporting worker organizing and collective bargaining.

Helping Agencies Attract and Hire Talent that Reflect America's Diversity across the Federal Government. Federal agencies are focused on attracting more people to Federal service over the long term, while also addressing immediate agency hiring needs to rebuild capacity. The Federal Government is continuing to implement practices to hire based on skills rather than educational qualifications alone. Certain agency hiring practices are changing, including applicant assessment methods, to ensure that those most capable of performing the role do not get needlessly overlooked because they do not have a college degree. Agencies are also aligning with the *Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, including through efforts to develop cultures within agencies that can foster a more diverse, equitable, inclusive, and accessible environment. To support hiring surges necessary to deliver on the Bipartisan Infrastructure Law and streamline hiring practices across the Federal Government, the Budget includes resources to help Federal agencies increase capacity for recruiting and talent management. This includes continued support for agency "talent teams" in each of the 24 Chief Financial Officers Act agencies. Given that internships can introduce students and those in

the early stages of their careers to public service, the Budget prioritizes internships and equitable access to internships. Developing pipelines for internships would also be prioritized around the Nation through a reinvigorated vision and funding model for Federal Executive Boards, to ensure a pulse on the Federal impact in communities and support Federal employees and agencies across the Nation. The Budget also provides resources to support new requirements for personnel vetting and the Trusted Workforce 2.0 Initiative, which is designed to ensure all Americans can trust the Federal workforce to protect people, property, information, and mission.

Reimagining and Building a Roadmap to the Future of Federal Work. The Federal Government has an opportunity to reimagine the way Federal employees work. By utilizing expanded flexibilities in work arrangements such as: expanded telework and alternative work schedules; increased adoption of technology, such as cloud computing collaboration tools; and automation supported by information technology investments in the Budget the Government can enhance its ability to recruit and retain top talent, staying competitive with broader trends in how Americans work. A changing world has proven that innovation is possible in the way Federal employees work and operate, including changing needs and uses for Federal workplaces, which agencies will continue to evaluate and assess.

Building the Personnel System and Support Required to Sustain the Federal Government as a Model Employer. As the 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, the Budget supports OPM in enhancing its ability to lead Federal human capital management, and serve as a central, strategic leader in Federal human resources, in alignment with OPM's Strategic Plan. In support of this work, the Budget requests \$418 million, a \$88 million increase over the 2021 enacted level, for OPM's Salaries and Expenses account, its primary discretionary appropriation. This funding would support staffing to enhance customer service

provided by OPM to Federal agencies, allowing further collaboration in support of the Federal Government's strategic workforce planning and talent acquisition functions.

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

Every interaction between the Government and the public is an opportunity to deliver the value and competence Americans expect and deserve. The American people rely on Federal services to support them through disasters, advance their businesses, provide opportunities for their families, safeguard their rights, and help rebuild their communities. That is why the President signed Executive Order 14058 that will help agencies center services around those who use them—toward delivering simple, secure, effective, equitable, and responsive solutions. The Budget advances these efforts and the second PMA priority—delivering excellent, equitable, and secure Federal services and customer experience—by:

Improving the Service Design, Digital Products, and Customer-Experience Management of Federal High-Impact Service Providers. The Budget supports 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 would yield capabilities, tools, and practices that cascade to other Federal programs and services Government-wide. For example, the Budget includes an additional \$2 million to build the Office of Customer Experience at the U.S. Department of Agriculture, which would improve delivery of critical programs for farmers, producers, and ranchers, as well as support for the nutrition of more than six million participants in the Women, Infants, and Children program. The Budget supports the Small Business Administration's efforts to establish baseline customer experience measures for application processes across the Agency's loan, grant, and

contracting programs, as well as streamlining the online disaster assistance application experience. The Budget also includes resources to advance customer experience efforts at the Department of Housing and Urban Development, to help deliver on the President's housing priorities, including eliminating barriers that restrict housing and neighborhood choice, furthering fair housing, and providing redress to those who have experienced housing discrimination. In addition, the Budget's investments in digital modernization would allow the U.S. Fish and Wildlife Service to enable Americans to access more permits online, and the Budget would help the Transportation Security Administration expand the use of innovative technologies to reduce passenger wait times at airport security checkpoints. The Budget also invests in the Social Security Administration's efforts to make it easier for individuals to file for Social Security retirement benefits, apply for replacement Social Security cards, and apply for need-based Supplemental Security Income disability payments. In addition, the Budget would also provide \$2.7 billion to the Department of Education's Office of Federal Student Aid to provide better support to student loan borrowers by implementing customer experience improvements and ensuring the successful transition from the current short-term loan servicing contracts into a more stable long-term contract and servicing environment.

Designing, Building, and Managing Government Service Delivery for Key Life Experiences that Reach across Federal Agencies. When a person experiences a disaster, loses a job, or faces another key moment in their lives, Federal Government services should meet them where they are instead of forcing 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. The Budget advances these efforts by providing funding for interagency teams to simplify the process of accessing Government services, such as, services for those surviving a natural disaster,

approaching retirement, having a child, and navigating supports after a financial shock.

Enabling Simple, Seamless, and Secure Customer Experiences across High Impact Service Providers. The Budget supports efforts to develop shared products, services, and standards while designing safe and secure products that better meet customer needs. For example, these resources would support efforts at the Departments of Veterans Affairs and Defense to provide streamlined login credentials for servicemembers to access the benefits they have earned through their service as they transition to veterans status, as well as a \$61 million increase over the 2021 enacted level for the Federal Citizen Services Fund at the General Services Administration (GSA) to power shared products and platforms that enable simple, seamless, and secure services across the Federal Government. As part of this request, GSA is investing an additional \$35 million in the Public Experience Portfolio to continue to evolve *USA.gov* to deliver a seamless public experience when transacting with the Government and provide the public an optimal experience when seeking voting resources on <https://Vote.gov>.

Managing the Business of Government

The Federal Government influences and reshapes markets, supports key supply chains, drives technological advances, and supports domestic manufacturing. This scale creates an opportunity to leverage Federal systems for managing the business of Government—the goods and services the Government buys and the financial assistance and resources it provides and oversees—to create and sustain good quality union jobs, address persistent wealth and wage gaps, and tackle other challenges. The Administration has taken bold action to leverage Federal acquisition, financial assistance, and financial management systems to take on some of the Nation’s most pressing challenges. That is why the Budget supports improvements that would make continued progress and improvements in these systems. The Budget supports this work and advances the

third PMA priority—managing the business of Government—by:

Ensuring the Future is Made in America by America’s Workers. The Administration is working to ensure that Federal resources and programs advance domestic jobs and industries. Two recent examples of that work include the creation of a new review process to ensure Made in America waivers are transparent and consistently applied and a change in the Buy American Act rule for procurement to increase domestic content. The Made in America Office within OMB will continue its work with Federal agencies to maximize the use of Federal procurement and assistance on domestic goods and services that provide good value while strengthening the U.S. industrial base in critical sectors and creating good-paying jobs and economic opportunities in communities across the Nation.

Leveraging Federal Contracting as a Catalyst to Drive Clean Energy Solutions, Support American Jobs, and Advance Equity. Federal agencies spent over \$619 billion in 2021 through millions of contracts for goods and services, providing an opportunity to transform the marketplace in ways that mitigate the effects of climate change, bolster American manufacturing, and increase opportunities for small disadvantaged businesses (SDBs) and other small businesses in underserved communities. The Administration is leveraging Federal procurement power to move toward a clean energy future, including 100 percent carbon pollution-free Federal electricity on a net annual basis by 2030, 100 percent zero-emission vehicle acquisitions by 2035, and a net-zero emissions in the Federal building portfolio by 2045. The Administration is also using the Federal acquisition system to increase the procurement of Made in America products to support domestic manufacturing, including through greater transparency in agency acquisition plans so domestic providers can help meet agency requirements, and a new Government-wide acquisition regulation that establishes an aggressive schedule to raise domestic content to 75 percent by 2029. In addition, the Administration is taking steps

through Federal acquisitions to better disclose and mitigate the risks that climate change poses in Federal contracting. Agencies are taking aggressive actions to increase contract awards to SDBs and other underserved entrepreneurs to advance the President's commitment to break down barriers and build generational wealth for underserved communities through procurement and contracting. This includes increasing contract awards for SDBs from just over 10 percent to 15 percent of total Federal contract spend by 2025. Agencies will continue to apply category management principles for common goods and services to ensure strong stewardship of taxpayer dollars, supported by increased use of business intelligence and data analytics. The President has directed the Administration to explore additional actions that strengthen the United States as a buyer, improving the efficiency and effectiveness of the Federal procurement system, including, for example, by utilizing approaches such as skills-based hiring, Registered Apprenticeship, and work-based learning.

Supporting Ongoing Improvements to Federal Government Capabilities and Systems in Support of the PMA

The Budget also supports ongoing improvements to Federal Government capabilities that support an equitable, effective, and accountable Government by:

Modernizing Federal Information Technology (IT) Systems and Strengthening Federal Data Capabilities. The Administration continues to prioritize the modernization of Federal IT systems to better deliver agency mission and services to the American public in an effective, efficient, and secure manner. This includes continued efforts by Federal agencies to leverage, utilize, and implement data as a resource and strategic asset, with focus on opening data, advancing equity through data collection, use, and management, and data sharing, accountability, and transparency in support of Administration priorities. The Budget supports the interagency driving data sharing practices

project that promotes data sharing activities in support of the Administration's priorities on racial equity and climate. To support IT modernization efforts, the Budget also includes an additional \$300 million for the Technology Modernization Fund (TMF). In the first tranche of TMF awards funded by the American Rescue Plan, the TMF Board invested \$187 million in *Login.gov*, a secure sign-on service used by over 30 million citizens and businesses that: supports easy access to over 200 Government services spanning 27 agencies; reduces Government costs; prevents fraud; and protects individual privacy. This first tranche of TMF investments also is contributing to protecting the data and privacy of 100 million students and borrowers, two million civilian Federal employees, and millions of users of Government-wide shared services, as well as the security of hundreds of Federal facilities.

Bolstering Federal Cybersecurity. The Budget funds a strategic shift in the defense of Federal infrastructure and service delivery, better positioning agencies to guard against sophisticated adversaries. The Budget provides for investments across Federal agencies that align them to foundational cybersecurity practices and priorities as outlined in Executive Order 14028, "Improving the Nation's Cybersecurity." This includes funding to facilitate the ongoing transition to a "zero trust" approach, which would enable agencies to more rapidly detect, isolate, and respond to cyber threats. To support these efforts, the Budget provides \$2.5 billion to the Cybersecurity and Infrastructure Security Agency, a \$486 million increase above 2021 enacted, to: maintain critical cybersecurity capabilities implemented in the American Rescue Plan; expand network protection throughout the Federal Executive Branch; and bolster support capabilities, such as cloud business applications, enhanced analytics, and stakeholder engagement. The Budget also supports the Office of the National Cyber Director, which would improve national coordination in the face of escalating cyber attacks on Government and critical infrastructure.

Promoting Evidence-Based Policymaking and Decision Making in Federal Agencies.

The President has made clear that the Administration will make decisions guided by the best available science and data, which requires the Federal Government to foster and strengthen a culture of evidence where generation and use is routine and integrated across all agency functions. The Budget's investments have been informed by existing evidence of effectiveness. The Budget also includes investments to build evidence in critical areas where it is lacking and invests in agency capacity to execute

priority studies, including those identified in publicly posted Learning Agendas and Annual Evaluation Plans required by the Foundations for Evidence-Based Policymaking Act of 2018. The Budget's investments in statistical infrastructure recognize the importance of Federal statistics in strengthening the evidence base. New investments also support cross-agency evaluation efforts aligned with Administration priorities, where policy and programmatic solutions span agencies and functions.

