

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

Under the President's leadership, the United States has made historic progress in the face of significant challenges—powering a strong economic and jobs recovery, rebuilding the Nation's infrastructure, fueling a resurgence of American manufacturing, tackling the climate crisis, and investing in America's people and communities. The President's Management Agenda (PMA) defines Government-wide management priorities for all Federal agencies to improve how the Government operates and performs. The PMA sets forth an approach to ensure that the Federal Government has the capacity and capabilities to continue executing the President's agenda and meeting the needs of all Americans.

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 deliver for the American people. 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, such as 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. The Budget advances these values by:

Ensuring the Future is Made in America by America's Workers. The President's economic agenda is focused on ensuring the future is made by all of America's workers. The Administration is working to deliver on the President's agenda by advancing a whole-of-Government effort to ensure Federal resources and programs advance domestic jobs and industries—which includes updated guidance and rulemakings as well as through continued transparency and consistency in the waiver process. The Office of Management and Budget (OMB) recently implemented an update to the Buy American Act domestic content requirement, which increased the domestic content standard from 55 percent to a historic 60 percent in the fall of 2022—on its way to 75 percent in calendar year 2029. The Bipartisan Infrastructure Law included the Build America, Buy America Act (BABA) requiring that all federally financed infrastructure projects must use American iron and steel, manufactured products, and construction material. OMB's Made in America Office continues to work with Federal agencies to implement the new domestic content requirements for Federal grants established by BABA. The Made in America Office also proposes to: maximize the use of domestic goods and service in Federal procurement and Federal Financial Assistance; strengthen the U.S. industrial base in critical sectors; and increase the number of good-paying jobs thanks to the domestic production of steel and iron products, manufactured products, and construction materials.

Promoting 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, the Bipartisan Infrastructure Law, the CHIPS and Science Act, and the Inflation Reduction Act. To deliver on those commitments, the Administration has provided Federal agencies with the tools to strengthen program integrity and deliver results. The President has made clear that results, transparency, and accountability go hand-in-hand, which is why the Budget includes robust legislative and funding proposals that would ensure agencies and their Inspectors General have the resources and authorities they need to for appropriate oversight of these programs. The Budget: ensures resources and additional time for investigations and prosecution of those engaged in major or systemic pandemic fraud; invests in identity theft and fraud prevention; and provides much-needed help for victims.

Managing the Government to Deliver Results that Improve Lives. Grounded in proven, evidence-based management practices of high-performing public and private sector organizations, the Federal Government’s approach to delivering a more effective and efficient Government is operationalized through the Federal Performance Framework—a set of management routines that are focused on defining mission success, engaging senior leaders to review progress using data-driven reviews, and reporting results transparently to the public. Last year, agencies continued making measurable progress on the 90 Agency Priority Goals (APGs) that advance near-term performance improvements in 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 from COVID-19. An overwhelming majority of APGs are on-track to meet their performance commitments by the end of 2023, while those that are lagging are actively implementing mitigation plans and strategies to overcome barriers informed by quarterly data-driven reviews. OMB also held strategic

review meetings with each major agency to analyze management challenges and risks based on agencies’ assessments of over 400 strategic objectives, including the subset of approximately 90 strategic objectives designated as making “Area Demonstrating Noteworthy Progress” or a “Focus Area for Improvement,” based on the analysis from those reviews. To improve transparency and usefulness of reporting, a new feature was added last year to <https://Performance.gov>—the Administration’s central performance reporting portal—that allows users to explore strategic objectives and priority goals not just by agency but by policy theme.

Strengthening and Empowering the Federal Workforce

As the Nation’s largest employer, more than four million Americans, civilian and military, serve the Federal Government, both at home and overseas, carrying out programs and services that benefit families across the Nation and around the world. Federal employees are dedicated and talented professional public servants, often working demanding jobs. To continue to deliver for the American people in the 21st Century, the Federal Government must win the competition for highly-skilled talent. The Budget makes investments that would advance the first PMA priority—strengthening and empowering the Federal workforce—by: expanding Federal strategic agency hiring capacity, prioritizing robust early-career pipelines; implementing strategic diversity, equity, inclusion, and accessibility plans; and reimagining Federal Executive Boards to foster coordination and collaboration amongst senior executives outside of Washington, D.C., to better communicate and execute the Administration’s management and workforce priorities across regions and communities.

Helping Agencies Attract, Retain, and Hire Top Talent. 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 continues to implement

strategic hiring practices based on skills rather than educational qualifications alone. The Budget supports the expansion of the Office of Personnel Management’s (OPM) Hiring Experience Office to continue making progress on streamlining hiring, including through pooled hiring actions, and improving the applicant hiring experience. The Budget also supports a renewed focus on early career pipelines as the Administration promotes the expansion of, and equitable access to Federal paid internships. The Budget also provides resources to support new agency requirements for personnel vetting improvements, and its *Trusted Workforce 2.0 Implementation Strategy*, which is designed to ensure all Americans can trust the Federal workforce to protect people, property, information, and mission. The Budget provides an average pay increase of 5.2 percent for civilian and military personnel—and answers the President’s call for agencies to lead by example in supporting Federal worker organizing and collective bargaining. In addition, the Budget also maintains the Administration’s unwavering support for the career civil service through its advancement of a legislative proposal to block Schedule F, which would threaten the proper functioning of the Federal Government by unduly subjecting career employees to politization and favoritism.

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 provides \$464 million, \$78 million over the 2023 enacted level, for OPM’s Salaries and Expenses account to enhance the Agency’s ability to lead Federal human capital management and, in alignment with the Agency’s Strategic Plan, to serve as a centralized leader in Federal human resources. This funding would support staffing to improve 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

Americans 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. The Federal Government must deliver a simple, seamless, and secure customer experience, on par with, or more effective than leading consumer experiences. Irrespective of age, location, digital savvy, disability, education, or English proficiency, the American people deserve a Government that understands who they are, what they need, and how best to deliver for them. The Budget supports increased mechanisms for providing feedback and input from the public into the work of Government, hiring for the skills and expertise required to conduct human centered design and digital service delivery, and the formation of interagency teams to tackle pain points from the lens of how people experience Government programs at critical moments in their lives.

The Budget advances these efforts—delivering excellent, equitable, and secure Federal services and customer experience—by:

- Standing up or greatly expanding departmental customer experience offices at nine Federal agencies, including at the Departments of Agriculture, Commerce, Homeland Security, the Interior, Labor, the Treasury, Veterans Affairs, the Small Business Administration, and the Social Security Administration (SSA);
- Hiring more than 120 new full-time equivalent individuals with relevant customer experience skills;
- Investing in new “Voice of Customer” programs at seven Federal agencies to collect and report experience performance data on key drivers of customer experience from a broad representation of Americans—which would drive meaningful service improvements;

- Embedding the General Service Administration's Technology Transformation Services (TTS) with six Federal agencies to work directly on priority service improvement projects. The highly specialized customer experience and digital delivery talents at TTS provide flexible surge capacity for Federal agencies in their customer experience transformation. TTS will work with the highest-volume and highest-web-traffic Federal service providers to improve their website content, ensuring that information is clear and that services such as text messaging and virtual chat agents are more widely available; and
 - Supporting specific service delivery improvements, such as: a pilot program at the Transportation Security Agency to deploy customer experience professionals at airports to streamline passenger screening, improve wayfinding and communications, and collect customer feedback; supporting the Department of State's efforts to build online passport renewal, among other modernized services; and supporting the Internal Revenue Service's customer experience focus on improving online account access for taxpayers.
- and culturally competent approaches to helping families obtain critical support and information;
 - Improving the efficiency, program integrity, and accessibility of safety net benefits—especially in moments when families face a financial shock—by funding the Centers for Medicare and Medicaid Services (CMS) and the Administration for Children and Families to work with cross-agency partners to improve data sources and verification services infrastructure;
 - Providing resources for SSA and CMS to jointly pilot efforts to improve the Medicare enrollment experience for people applying for Medicare benefits, including for those enrolling in Medicare before enrolling in Social Security, and for exploring options to eliminate the need to have to wait for a Medicare card in the mail to connect to coverage; and
 - Building shared products and platforms that enable simple, seamless, and secure services across the Federal Government such as the U.S. Web Design System, Digital Analytics Program, *Digital.gov*, *Search.gov*, Touchpoints Feedback Analytics, and exploring the creation of Government-wide web content standards and search engine optimization practices, including the potential of using *Search.gov* to better structure and connect information across agency websites.

Designing, Building, and Managing Government Service Delivery for Key Life Experiences.

By better coordinating service delivery based on actual life experiences instead of bureaucratic silos, the Federal Government can better serve the American public. The Budget advances these efforts by providing funding for interagency teams to simplify the process of accessing Government services. Following the first year of discovery sprints designed to assess the most effective path forward, the Budget supports cross-agency, life experience pilots, including:

- Funding for the Health Resources and Services Administration to help Americans more easily access essential services following the birth of a child, including by prioritizing innovative, family-centered,

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 of impact creates an opportunity to leverage Federal systems—including the goods and services the Government buys and the financial assistance and resources it provides and oversees—to create good-paying 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. The Budget supports this important work and advances the third PMA priority—managing the business of Government—by:

Maximizing the Impact of Federal Procurement. The Administration is using the Federal Government's vast purchasing power to promote clean energy solutions and support American jobs while advancing equity. In pursuit of the President's vision of a clean energy future, the Administration has set ambitious goals to reach 100 percent carbon pollution-free Federal electricity by 2030, 100 percent zero-emission vehicle acquisitions by 2035, and net-zero emissions in Federal buildings by 2045. Simultaneously, the Administration is working aggressively to advance equity through procurement by increasing the percent of Federal contract award dollars that go to small disadvantaged businesses—with a historic goal of 15 percent by 2025—which would help break down barriers, increase access to opportunities and representation in the Federal marketplace, and create a more resilient supplier base. The Administration is improving the efficiency of the Federal procurement system through measures such as skills-based hiring, work-based learning, and increased procurement data interoperability.

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:

Bolstering Federal Cybersecurity. To protect against foreign adversaries and safeguard Federal systems that the American people rely on, the Budget bolsters cybersecurity by ensuring every agency is increasing the security of public services and is successfully implementing

Executive Order 14028, "Improving the Nation's Cybersecurity" and the OMB Memorandum M-22-09, Moving the U.S. Government Toward Zero Trust Cybersecurity Principles. OMB and the Office of the National Cyber Director released the OMB Memorandum M-22-16, Administration Cybersecurity Priorities for the 2024 Budget, which lays out three cyber investment areas for Federal civilian Executive Branch agencies: Improving the Defense and Resilience of Government Networks; Deepening Cross-Sector Collaboration in Defense of Critical Infrastructure; and Strengthening the Foundations of our Digitally-Enabled Future. To advance the Administration's commitment to making cyberspace more resilient and defensible, the Budget provides an additional \$145 million for the Cybersecurity and Infrastructure Security Agency (CISA), for a total of \$3.1 billion. This includes \$98 million to implement the Cyber Incident Reporting for Critical Infrastructure Act of 2021 and \$425 million to improve CISA's internal cybersecurity and analytical capabilities.

Advancing Federal Agency Capacity for Evidence-Based Policymaking. The President has made clear that the Administration will make decisions guided by the best available science and data by: bolstering capacity for evidence building; investing in skilled evaluators and in agencies' capacity for program evaluation activities in order to execute priority studies, including those identified in the publicly-posted Learning Agendas and Annual Evaluation Plans required by the Foundations for Evidence-Based Policymaking Act of 2018; investing in skilled statisticians and statistical infrastructure, including those that bolster public trust in statistical agencies, promote a seamless data user experience, equip agency leaders in data quality and confidentiality, and recognize the importance of Federal statistics in strengthening the evidence base.

Modernizing Federal Information Technology (IT) Policies and Technology to Deliver a Better Experience for the American People. Technology serves as the foundation of the Federal Government's ability to deliver on

its mission. The Administration is leading on the technology issues of the day, taking concrete steps to protect the Nation's Federal systems from compromises, leveraging the benefits of digital identity and artificial intelligence while balancing risk, re-defining security expectations for software and the cloud, and maximizing the impact of taxpayer dollars to deliver a better customer experience for the American people. The Administration is focused on understanding where agencies are on their IT modernization journeys and making intentional investments at the right time to enable secure technology and innovation to advance from year to year. To support IT modernization efforts, the Budget also includes an additional \$200 million for the Technology Modernization Fund (TMF), an innovative investment program that gives agencies additional ways to deliver services to the American public quickly, which manages nearly \$700 million for 38 investments, across 22 Federal agencies, and has received and reviewed more than 220 proposals totaling \$3.5 billion in funding demand. TMF is particularly well-positioned to make a large impact in the Federal Government's ability to deliver excellent, equitable, and secure services and customer experience by identifying opportunities to leverage technology across agencies and investing in IT modernization, cybersecurity, and user-facing services. The TMF improves the likelihood of project success through an incremental investment approach, tying project funding to delivery of milestones and strong technical

oversight. The TMF has proven to be a catalyst to show what is possible across Government—and to scale lessons learned.

Strengthening and Accelerating Federal Environmental Reviews and Permitting.

With the passage of the Bipartisan Infrastructure Law and the Inflation Reduction Act, the United States is making a once-in-a-generation investment in America's infrastructure and competitiveness that will create good-paying union jobs, grow the U.S. economy, invest in communities, and combat climate change. To make the most of these historic investments and ensure the timely and sound delivery of critical infrastructure projects, the Administration released *The Biden-Harris Permitting Action Plan to Rebuild America's Infrastructure, Accelerate the Clean Energy Transition, Revitalize Communities, and Create Jobs (Biden-Harris Permitting Action Plan)* to ensure the Federal environmental review and permitting process is: effective; efficient; timely and transparent; guided by the best available science to promote positive environmental and community outcomes; and shaped by early and meaningful public engagement. The Budget provides agencies with resources to execute the *Biden-Harris Permitting Action Plan*, and strengthen and accelerate Federal environmental reviews and permitting processes. These resources would help deliver infrastructure investments on time, on task, and on budget.