CREATING A GOVERNMENT THAT DELIVERS FOR THE AMERICAN PEOPLE

To build on the historic progress made under President Biden's leadership, the American people need a modern and effective Government. A high-performing Federal Government—staffed by expert civil servants—plays a critical role in ensuring Americans have reliable services and resources, from helping the American people file taxes and apply for benefits, to confronting the risks and opportunities presented by artificial intelligence (AI).

To help deliver that future, the President's Budget advances the goals of the Biden-Harris Management Agenda (PMA) across three key areas: strengthening and empowering the Federal workforce; delivering excellent, equitable, and secure Federal services and customer experience; and managing the business of Government. This work is critical for bolstering Government's ability to deliver for the American people.

The Right Team and the Right Tools

More than four million Americans serve the Nation, as civilian and uniformed personnel, both at home and overseas. As the Nation's largest employer, the Federal Government is strategically competing for highly-skilled talent to continue carrying out programs and delivering services that benefit the American people. These civil servants need to be equipped with the right tools to do their jobs, including modern information technology (IT). The Budget continues investments to ensure the Federal Government has the right team and tools to deliver for the American people.

Helping Agencies Attract, Retain, and Hire Top Talent. Agencies have made substantial progress in strengthening and empowering the Federal workforce, such as recruiting the wide-range of talent necessary for the implementation of the Bipartisan Infrastructure Law, a once in a generation investment in the Nation's infrastructure and competitiveness that spurred a surge hiring effort of 6,099 targeted positions. The Budget continues to support Office of Personnel Management's (OPM) programs—such as the Hiring Experience Office—in making progress on streamlining hiring. The Budget also directs agencies to take part in collaborative cross-Government shared hiring actions that enable agencies to quickly hire on a larger scale, allowing applicants to submit one Federal job application and be considered for many opportunities. The Budget advances the Administration's focus on the expansion of early career talent pipelines, including the development of strategic and targeted apprenticeships, increased volume of student and early career opportunities, and equitable access to paid internships. The Budget also provides resources to support continued transformation of the personnel vetting mission, and its Trusted Workforce 2.0 Implementation Strategy, which is designed to ensure all Americans can trust the Federal workforce.

Building the Personnel System and Support Required to Make the Federal Government 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. The Budget

sustains critical investments in OPM to enable the Agency's ability to lead Federal human capital management and serve as a centralized leader in human resources. The Budget further advances work to address Government-wide compensation challenges, and reinforces additional initiatives to enhance personnel systems for critical elements of the workforce.

Modernizing Federal IT Policies and Technology to Better Serve the American People. Technology is a key enabler for the Federal Government and its workforce. The Budget makes key investments to protect the Federal systems from compromises—leveraging the benefits of digital identity and AI while balancing the risks it poses to rights, opportunities, and safety, and redefining security expectations for software and the cloud. To support IT modernization efforts, the Budget also includes an additional $75 million for the Technology Modernization Fund (TMF), an innovative investment program that gives agencies additional ways to deliver services to the American public quickly. TMF manages over $750 million for 48 investments, across 27 Federal agencies, and is particularly well-positioned to make a large impact in the Federal Government's ability to deliver excellent, equitable, and secure services.

Advancing AI Governance, Innovation, and Risk Management. To capitalize on the opportunities and mitigate the risks of AI—including by implementing Section 10 of Executive Order 14110, "Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence,"— the Administration is committed to advancing its management of AI and significantly expanding AI talent in the Federal Government. The Budget provides additional funding for Federal agencies to establish agency Chief AI Officers accountable for their agency's use of AI, to adopt new AI technologies to improve Government services, and to establish minimum safeguards for Government use of AI to protect the rights and safety of the public. In addition to this funding, the Budget also includes an additional $32 million for the U.S. Digital Service (USDS), General Services Administration, and OPM to support the National AI Talent Surge across the Federal Government.

Serving the American People

President Biden set an objective in the PMA that when the American public interacts with Government, they should get a simple, seamless, and secure customer experience that is on par with what they expect in the private sector. The Budget advances this goal by:

Supporting Digital Services Teams. The Budget sustains investment in the USDS to continue bringing world class technology talent into the Federal Government—helping agencies confront some of their hardest issues. USDS staff are centrally recruited into the Government from the private sector and deployed into agencies to assist with the critical projects, buttressing existing personnel with new skills and expertise. Over the past 10 years, USDS has successfully helped agencies to modernize their technical operations and minimize the risk of large IT projects, over 60 percent of which have historically failed without the intervention of USDS. For example, USDS is supporting the Internal Revenue Service in its technology transformation, modernizing decades-old systems and improving taxpayer services, the Department of Health and Human Service (HHS) in streamlining the enrollment and renewal process for Medicaid coverage, including saving half a million children from erroneously losing their health insurance, and the Federal Communications Commission in its efforts to bring affordable, reliable, and high-speed broadband to eligible households.

Increasing Customer Experience Across the Federal Government. The Budget funds the expertise and tools necessary to ensure excellent service delivery and customer experience across the Federal Government. The Budget invests in teams of specialized customer experience and digital services professionals in 10 Federal departments, and critical subagencies that serve millions of customers. The Budget also provides funding for new "Voice of Customer"

programs at eight Federal agencies to collect and report performance data on key drivers of customer experience from a broad representation of Americans— which can drive meaningful service improvements. The Budget also supports specific service delivery enhancements, such as the Transportation Security Administration's pilot program to deploy customer experience strategists at airports to streamline passenger screening, and the Department of State's efforts to build online passport renewal.

Designing, Building, and Managing Government Service Delivery for Priority Life Experiences. The Budget advances efforts to better serve the American people by providing funding for interagency teams to build digital service capacity. Following extensive customer experience-focused discovery research and design phase projects and pilots aimed at developing promising solutions, the Budget also specifically supports cross-agency Life Experience projects, including funding for the Health Resources and Services Administration at HHS to help Americans more easily access essential services following the birth of a child. In addition, the Budget invests in shared products and platforms that enable simple, seamless, and secure services across the Federal Government.

Protecting Taxpayer Investment

The Administration has the obligation to invest taxpayer money with care, ensuring that taxpayers get excellent returns on each dollar that is spent. That includes investing in American workers, small businesses, equity efforts, and climate resilience. The Budget invests in improved stewardship of taxpayer funds in the following ways:

Ensuring the Future is Made in America. The President's economic agenda is focused on ensuring the future is made in America. The Administration is delivering on the President's agenda by advancing a whole-of-Government effort to ensure resources and programs advance domestic jobs and industries. The Bipartisan Infrastructure Law included the Build America, Buy America Act, requiring that all federally funded infrastructure projects use American iron and steel, manufactured products, and construction materials, unless such items are not available, would constitute an unreasonable cost, or meet the requirements of other statutory exemptions. The Office of Management and Budget's (OMB) Made in America Office is working with Federal agencies to improve their capacity to perform supply chain analysis, perform market research, and engage with industry to maximize the use of critical domestic products. These efforts will help to strengthen the U.S. industrial base in critical sectors while increasing the quality and number of good-paying jobs by promoting the domestic production of steel and iron products, manufactured products, and construction materials.

Streamlining Federal Grant-Making and Improving Program Outcomes. In order to reduce administrative burden for Federal agencies and recipients and to improve outcomes of Federal financial assistance programs, OMB is updating its comprehensive Guidance on Grants and Agreements. These updates will represent the most substantial changes to the guidance since its release in 2013, and will reduce unnecessary compliance requirements. In addition, to improve the coordination of Federal financial assistance policy, oversight, and strategic direction, OMB established the Council on Federal Financial Assistance in August 2023. This partnership of Federal grant-making agencies provides a single forum for oversight and management of Federal financial assistance.

Improving Federal Procurement. Under the Better Contracting Initiative, agencies will ensure strong contracting outcomes by making better use of acquisition data and leveraging expertise in acquiring common software and other IT requirements. At the same time, the Administration is working aggressively to create a more resilient supplier base and increase competition by increasing the percent of Federal contract award dollars that go to small disadvantaged businesses—building on historic spend made by agencies to this underserved community

on the way to a goal of 15 percent by 2025. In addition, agencies will advance the sustainability of Federal supply chains and achieve net-zero emissions from Federal procurement by 2050.

Managing the Government to Deliver Results that Improve Lives. The Administration continues to drive evidence-based management practices to deliver a more effective Government. OMB and agency leadership conducted strategic review meetings to review progress on agency strategic plans and discuss approaches to strengthening organizational health and organizational performance, following the release of OMB Memorandum M-23-15, Measuring, Monitoring, and Improving Organizational Health and Organizational Performance in the Context of Evolving Agency Work Environments. In December of 2023, agencies established 79 new performance commitments to be achieved through 2025. The public is invited to follow agency progress on *https://Performance.gov*.

Advancing Federal Evidence-Based Policymaking. The President has made clear that the Administration will make decisions guided by the best available science and data. The Budget demonstrates this commitment by investing in evidence-based programs at, and bolstering capacity for, program evaluation. The Budget invests in the Federal statistical system's key role in evidence building by expanding skilled statisticians and infrastructure to equip agencies with tools for ensuring high-quality data and robust data confidentiality protections, as well as creating a seamless data user experience.

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 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 for appropriate oversight of these programs. For example, the Budget includes new proposals for modernizing, protecting, and strengthening the Unemployment Insurance (UI) program that would help states develop and test fraud-prevention tools and strategies and increase investigations of fraud rings targeting the UI program. Further, the Budget ensures additional resources and time for investigations and prosecution of those engaged in major or systemic pandemic fraud, invests in identity theft and fraud prevention to stop fraud before funds are ever paid out, and provides much-needed help for innocent victims recovering from having their identities and benefits stolen.

Bolstering Federal Cybersecurity. To protect against foreign adversaries and safeguard Federal systems, the Budget bolsters cybersecurity by ensuring every agency is increasing the security of public services. To advance the Administration's commitment to making cyberspace more resilient and defensible, the Budget provides $13 billion in cybersecurity funding across civilian departments and agencies. In addition, the Budget provides an additional $103 million for the Cybersecurity and Infrastructure Security Agency (CISA), for a total of $3 billion to advance the Administration's commitment to making cyberspace more resilient and defensible. This includes: $470 million to deploy Federal network tools, including endpoint detection and response capabilities; $394 million for CISA's internal cybersecurity and analytical capabilities; $41 million for critical infrastructure security coordination, and $116 million for critical infrastructure cyber event reporting.

Transforming Personnel Vetting. The Administration is committed to improving how agencies vet their civilian, military, and contractor personnel—to ensure Government is employing personnel with necessary skillsets. During 2023, the Administration sustained reform momentum by rolling out new training standards for the background investigators and adjudicators

implementing policy changes, authorizing the expansion of continuous vetting beyond national security sensitive personnel, and transitioning away from legacy e-QIP software to the more user-friendly eApp platform for individuals entering the personnel vetting process. The Budget instructs agencies to be prepared for further improvements as directed in the Performance Accountability Council's Trusted Workforce 2.0 Implementation Strategy. Among other goals, agencies should expect to continue enrolling their non-sensitive personnel into continuous vetting, expand data collection for enhanced performance metrics, update training and internal processes to reflect reform progress, and adopt additional personnel vetting shared services.