



# FY2024 Strategic Plan Addendum

## Annual Update to the Strategic Plan

Each year, Fiscal Service completes a Strategic Objective Review (SOR) to evaluate progress toward the Strategic Plan goals and objectives and provide an opportunity to adjust strategies and measures as needed. This addendum to the FY 2022- 2026 Strategic Plan lists all approved changes that occurred as a result of the SOR. The scope of changes was limited to strategies and measures that support objectives (there are no goal and objective changes).

### Objective 1.1: Business Transformation

#### 1. Strategy Changes

- a. None

#### 2. Measure Changes

- a. The following measures were removed:
  - i. Increase number of approved recommendations that support transformation initiatives.
  - ii. Increase adoption of Fiscal Service enterprise capabilities across business lines.
- b. The following measures were added:
  - i. Establish the baseline business architecture and glossary.
  - ii. Number of systems/programs reviewed for their business capabilities.

### Objective 1.3: Operational Integrity

#### 1. Strategy Changes

- a. The following strategies were removed:
  - i. Continuously rationalize and optimize processes to obtain efficiencies related to digital transformation. Cost savings from efficiency gains will be evaluated for reinvestment into new, innovative solutions.
  - ii. Gain economies of scale by integrating core financial services, including the technology that underpins them, to deliver value more effectively to our customers and the taxpayers.

#### 2. Measure Changes

- a. The following measure was removed:
  - i. Increase percentage of programs and projects monitored under the PMIAA Framework.

## Objective 2.1: Data Quality and Transparency

### 1. Strategy Changes

- a. The following strategies were removed:
  - i. Build an enterprise data architecture that incorporates all business lines. We will create a technology solution that dismantles siloed legacy solutions, provides access to data and metadata, and enables reporting, analytics, and artificial intelligence (AI) / machine learning (ML) tools for Fiscal Service.
  - ii. Enhance data quality through development of a data quality framework and automated processes to assess and provide real time insights to business areas.
- b. The following strategies were added:
  - i. Operate and expand an analytics and research environment for enterprise data in support of the operations of Fiscal Service.
  - ii. Assess the State of Data Quality: In partnership with the Fiscal Service Data Stewards, develop a working group to study the extent to which data quality challenges impact our current ability to carry out Fiscal Service's mission. Identify recommendations for incremental improvements, to include technical and process changes.

### 2. Measure Changes

- a. The following measures were removed:
  - i. Decrease number of siloed legacy solutions.
- b. The following measures were added:
  - i. Total number of measure improvements made by business areas as a result of data stewards Data Quality Study.

## Objective 2.2: Data Analytics

### 1. Strategy Changes

- a. The following strategies were modified:
  - i. Identify and define the highest value analytics use cases in collaboration with all of the bureau's business lines on an ongoing basis.
  - ii. Develop a data pipeline for deploying analytics use cases which, in partnership with Chief Information Officer (CIO) and leveraging a development, security, and operations (DevSecOps) framework, creates a process and technology solution to explore, test, and deploy analytics use cases following a common framework across the enterprise.
    1. New language: Identify, Define, and Deliver high-quality, impactful analytic products that meet the needs of Fiscal Service customers and drive improvements in efficiency and effectiveness by using data.
- b. The following strategies were removed:
  - i. Establish an Analytics Center of Excellence to develop standards, model governance, and use case oversight through strategic partnerships with business areas.

### 2. Measure Changes

- a. None.

### Objective 3.1: Customer Experience Practices

1. **Strategy Changes**
  - a. None.
2. **Measure Changes**
  - a. The following measures were removed:
    - i. Total number of standard customer experience tools and artifacts.
    - ii. Total number of duplicative customer experience requests enterprise wide.
  - b. The following measures were added:
    - i. Percentage of portfolio programs with at least one “just-in-time” measurement in place.
    - ii. Total number of documented services and journeys.

### Objective 3.3: Marketplace Solutions

1. **Strategy Changes**
  - a. None.
2. **Measure Changes**
  - a. The following measures were removed:
    - i. Total number of QSMO Marketplace common financial management solutions (FS or industry) adopted by agency subcomponents.
  - b. The following measures were added:
    - i. Percentage of customers that report they are satisfied with the quality of support received from the QSMO as measured by the GSA OSSPI Customer Satisfaction survey.

### Objective 4.3: Workplace of the Future

1. **Strategy Changes**
  - a. None.
2. **Measure Changes**
  - a. The following measures were removed:
    - i. Percentage of employees who regularly telework. (Recommend this measure be deleted or modified based on the requirement to increase onsite presence).
  - b. The following measures were added:
    - i. Percentage of working hours in the office.