



Strategic Plan FY 2022–2026

Bureau of the Fiscal Service

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Message from the Commissioner



*Tim Gribben
Commissioner
Department of the Treasury
Bureau of the Fiscal Service*

Dear Colleagues,

Fiscal Service was ready for the challenges of the COVID-19 pandemic. Our preparations for all-electronic processing, for responsive shared service operations, and for a telework-enabled workforce, were part of the bureau's strategic plans long before the pandemic.

As we move forward, we dare to look further into the future and set bolder goals to advance our vision for the future of federal financial management. The President's Management Agenda challenges agencies to do more than respond to crises— together, we must deliver results for the American people.

This plan continues Fiscal's commitment to the reliable services that agencies and the public can count on. What is new is a change in perspective.

As Fiscal Service modernizes our services to incorporate the latest financial technology and tackle the challenges posed by cyber threats and climate change, a key focus will be on the experience of our customers. We will create a more seamless and inclusive customer experience without duplication and unnecessary steps. We will deliver data that is useful, understandable, and consumable for insights. And we will continue to deliver dependable, efficient operations.

Our services are a vital piece of the government's financial infrastructure. Our strategic plan places extra emphasis on building our capabilities to maintain this infrastructure in the future. We will develop a marketplace of multiple service providers, creating strength-in-reserve for federal financial management. Strengthening our workforce is a key part of capability building, with the goal of a diverse, highly skilled, inclusive workforce where Fiscal Service is an "employer of choice" in the federal government.

We will do this together. This strategic plan envisions the future and describes how we, as an organization will lead, transform, and deliver. This plan is yours, is ours, and provides a clear path for every one of us to see that we share the same goals for not only our future, but for every customer we serve.

Sincerely,

A handwritten signature in black ink that reads "Tim".

Tim Gribben
Commissioner of the Bureau of the Fiscal Service



Fiscal Service Overview

Our Mission

The Fiscal Service mission is to promote the financial integrity and operational efficiency of the federal government through exceptional collections, disbursements, financing, reporting, and shared services.

Our Vision

We will transform financial management and delivery of shared services in the federal government.

Our Values

Our five values shape everything we do. They are:

Integrity – Be consistently honest and fair in our actions and strive to do what is right rather than what is easy.

Collaboration – Share information broadly within and across organizational lines and engage our internal and external customers as valued partners.

Accountability – Deliver on our commitments and decisions and take ownership for outcomes and results.

Learning – Display a commitment to continuous improvement at both personal and organizational levels.

Excellence – Take pride in delivering exceptional collections, disbursements, financing, reporting, and shared services.

Why Our Work is Important

Fiscal Service has a great responsibility to the American public and plays an integral part in the national financial critical infrastructure of the entire federal government. Through our programs, we publish accounting data that is critical to the economy of the country; collect and raise money to operate the federal government; provide troops around the globe with easy access to transmit money to their families; deliver payments on time every month to veterans and Social Security recipients across the nation; provide opportunities for Americans to save for their future using savings bonds and marketable Treasury securities; collect money for child support payments through offsetting payments, which enable custodial parents to care for their children; and deliver cost-effective shared services to allow federal agencies to focus on their missions and effectively use taxpayer dollars. These examples demonstrate the importance of our mission to the American taxpayer and those we serve.

Planning Framework

TREASURY STRATEGIC PLAN

Treasury’s plan outlines the Department’s long-term goals and how Treasury plans to achieve them, providing an internal guide for Treasury-wide decision making. Treasury’s goals articulate larger outcomes or societal impacts that Treasury aims to achieve, while objectives support goals and reflect more focused policy or operational areas where Treasury plans to make significant improvements.

FUTURE OF FEDERAL FINANCIAL MANAGEMENT (FM) VISION

The FM Vision sets and defines how Treasury and Fiscal Service will transform federal financial management over the next decade.

FISCAL SERVICE STRATEGIC PLAN

Strategic Goals articulate the broad, long-term outcomes the bureau aspires to achieve to advance the mission and vision. Strategic Objectives are specific, measurable, outcome-based statements that outline what the bureau intends to achieve. Performance measures are used to monitor progress toward meeting the objectives. Strategies outline the approach or guiding principles that will be taken to achieve the strategic objective.

The Work We Lead and Manage

PORTFOLIOS

A Portfolio is a collection of projects, programs, sub-programs, and operations managed as a group to achieve strategic objectives.

PROGRAM

Programs consist of related projects, sub-programs, and program activities managed in a coordinated manner to obtain benefits not available from managing them individually.

PROGRAM

A **PRIORITY** is a common theme that spans across strategic goals, objectives, and enterprise projects and is used to communicate important focus areas.

ENTERPRISE PROJECT

Enterprise Projects are temporary endeavors, or specific units of work that create unique products, services, or results.

ENTERPRISE PROJECT
(Non-IT)

ENTERPRISE PROJECT
(IT)

ENTERPRISE PROJECT
(IT)

ENTERPRISE PROJECT
(Non-IT)

Strategic Map

Department of the Treasury Strategic Plan

Fiscal Service supports these Treasury Strategic Goals and Objectives.

Goal	1: Promote Equitable Economic Growth and Recovery	2: Enhance National Security	3: Protect Financial Stability and Resiliency	4: Combat Climate Change	5: Modernize Treasury Operations
Objective	1.3 Economically Resilient Communities	2.1 Cyber Resiliency of Financial Systems and Institutions	3.3 Financial Innovation	4.4 Sustainable Treasury Operations	5.1 Recruit and Retain a Diverse and Inclusive Workforce 5.2 Future Work Routines 5.3 Better Use of Data 5.4 Customer Experience Practices

Federal Financial Management Vision



The government is an efficient steward of its financial resources.



Financial information provided by the government is accurate.



Financial interactions with the government are modern, seamless, inclusive, and secure.

Fiscal Service Strategic Goals and Objectives | Treasury Alignment

Strategic Goals

GOAL 1: OUR OPERATIONS

Deliver modern and innovative financial management operations and services that are inclusive, efficient, sustainable, and secure.

GOAL 2: OUR DATA

Increase the value, availability, and quality of our data for decision-making and insights.

GOAL 3: OUR CUSTOMERS

Improve the customer experience throughout the journey with Fiscal Service.

Goal 4: OUR WORKFORCE

Recruit, retain, develop, and engage a diverse, high-performing workforce to meet our customers' needs.

Strategic Objectives/Treasury Strategic Goals 1 2 3 4 5

1.1 Business Transformation 3 4

Transform our businesses to generate new value and improved capabilities for our customers.

1.2 Emerging Technology and Business Practices 3 4

Identify, incubate, and promote emerging technologies and business practices with the potential to transform the bureau and financial management capabilities.

1.3 Operational Integrity 2 4

Improve security, resiliency, and controls of operations and services.

2.1 Data Quality and Transparency 5

Improve the quality, completeness, and availability of data that is consumable for insights.

2.2 Data Analytics 5

Increase analytics practices and capabilities to support decision-making.

3.1 Customer Experience Practices 5

Create a customer-centric culture that incorporates customer needs and expectations into the design and provision of services to improve the customer experience.

3.2 Agency Engagement 3 5

Engage with federal chief financial officers (CFOs) and the broader financial management community to understand what agencies need, and how we can best provide unified, seamless solutions to meet those needs.

3.3 Marketplace Solutions 1 3 5

Provide the financial management community with access to innovative, proven, and standards-based solutions.

4.1 Diversity, Equity, Inclusion, and Accessibility (DEIA) 5

Foster a culture where bureau practices integrate the principles of DEIA to attract, develop, and retain a diverse and inclusive workforce.

4.2 Workforce of the Future 5

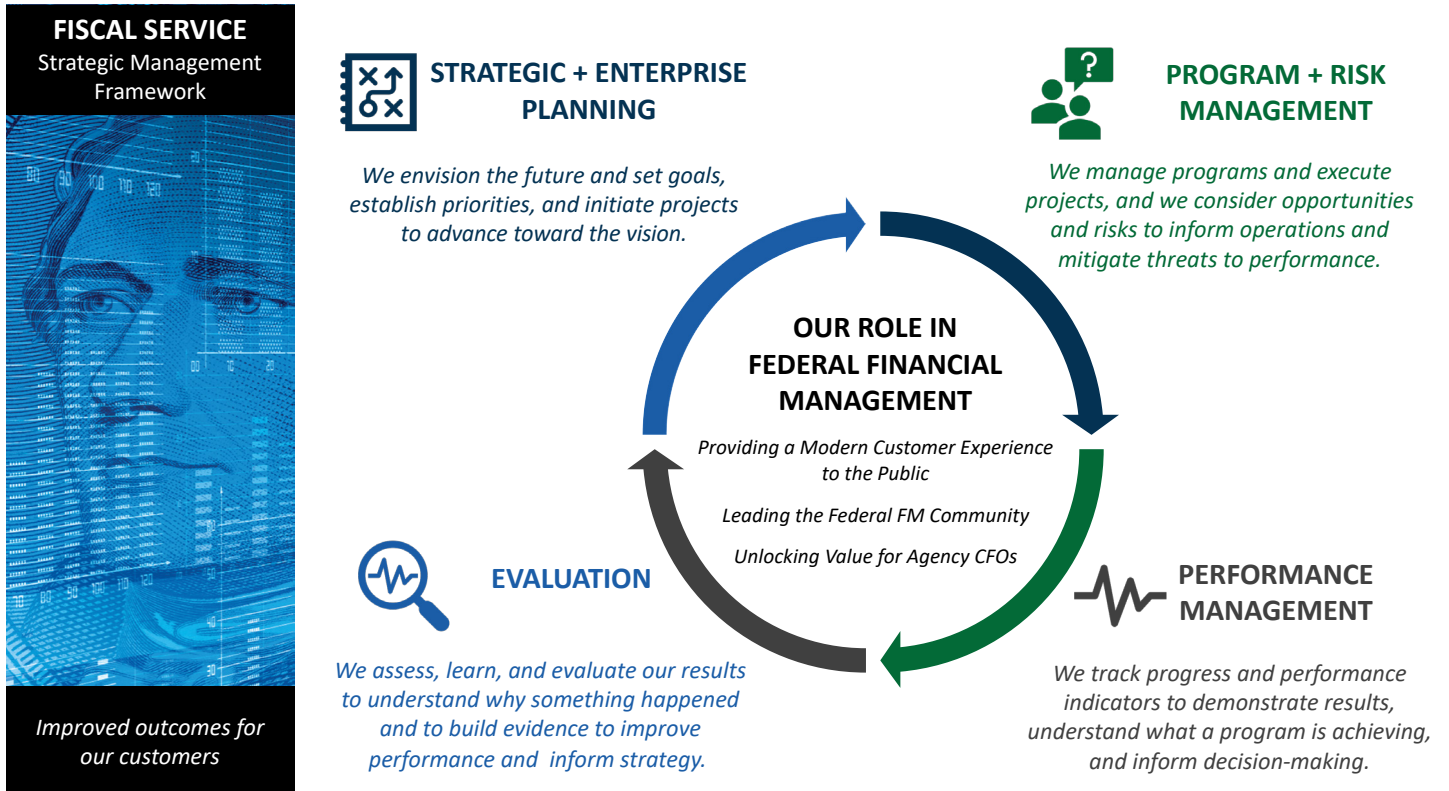
Identify and develop the skillsets required to meet the demands of tomorrow.

4.3 Workplace of the Future 4 5

Transform our work routines, facilities, and infrastructure to adapt to mission and workforce needs.

Strategic Management Framework

Fiscal Service uses a strategic management framework to improve outcomes for our customers. The framework consists of strategic and enterprise planning, program and risk management, performance management, and evaluation. The four areas interconnect and build on each other.



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This strategic plan outlines the long-term goals and objectives Fiscal Service plans to achieve over the next four years, the strategies that define how we will accomplish these goals and objectives, and the performance measures we will use to monitor success. Each strategic objective has a designated owner that is responsible for overseeing and monitoring progress across the enterprise toward achieving the objective and delivering status updates and progress reports in alignment with the strategic management framework.

Fiscal Service is committed to building evidence and providing data that can be used to inform decision-making. The learning agenda questions outlined in this strategic plan are priority questions for each strategic goal that, when answered, will build evidence and foster continuous learning. The questions are identified as either long-term, which will require more than a year to answer or include iterative evaluations, and short-term, which may be answered using rapid testing, existing data, or literature reviews and require one year or less to answer. The long- and short-term distinction reflects the length of time needed to fully answer the learning agenda question and does not reflect prioritization or a timeline of when an evaluation will occur. In support of this strategic plan, Fiscal Service developed a Learning Agenda and Annual Evaluation Plan that outlines specific evidence-building activities we will conduct to inform leadership, programs, and future projects to improve the organization.

GOAL 1: OUR OPERATIONS

Deliver modern and innovative financial management operations and services that are inclusive, efficient, sustainable, and secure.

Fiscal Service operations are critical to the financial stability of the nation and the operational efficiency of the federal government. Our collections, disbursements, financing, reporting, and shared service operations provide key services to the agencies and the public. It is important that we continue to deliver operational excellence to maintain our position as the trusted leader in federal financial management.

Strategic Objectives:

1.1 Business Transformation: Transform our businesses to generate new value and improved capabilities for our customers.

1.2 Emerging Technology and Business Practices: Identify, incubate, and promote emerging technologies and business practices with the potential to transform the bureau and financial management capabilities.

1.3 Operational Integrity: Improve security, resiliency, and controls of operations and services.

Learning Agenda Questions:

Long-Term

- How can Fiscal Service improve the delivery of government payments to hard-to-reach populations?*
- What opportunities exist to improve efficiency, implement new, and identify duplicative or unnecessary products, tools, and services to improve operations?
- How can partnerships with governments, financial institutions, academia, and industry strengthen Fiscal Service capabilities?

Short-Term

- What emerging capabilities or best practices can Fiscal Service adopt to improve its operations?

*Question aligns with Treasury's FY 2022–2026 Learning Agenda.

Objective 1.1: Business Transformation

Transform our businesses to generate new value and improved capabilities for our customers.

Executive Owner: Business Transformation Executive

Fiscal Service will identify and mature the enterprise capabilities that drive business outcomes by developing and improving products, services, and experiences in alignment with customer expectations, best practices, and emerging trends. Efforts must integrate people, processes, data, and technology to effectively deliver business value. We will develop a comprehensive business architecture to frame the end-to-end value delivery of the bureau's business lines, which supports our enterprise architecture and organizational transformation activities including cost optimization, modernization, continuous improvement, and enterprise integration.

Strategies

- **Create a comprehensive view of the enterprise business architecture** and its value streams to execute business strategies cohesively, from planning to implementation.
- **Establish an enterprise business taxonomy**, which leverages industry standards.
- **Identify overlap and commonalities within and across business processes and eliminate operational redundancies** by utilizing logic models and evidence-building activities.
- **Integrate operational functions, activities, products, and services** to maximize business efficiencies and optimize resources.
- **Adopt dynamic and reusable enterprise capabilities and optimize processes** to respond more effectively to changing environments.
- **Align business and digital (e.g., data, IT, and innovation) transformation strategies** by developing and implementing an integrated roadmap for reaching an optimum digital maturity level.
- **Promote policies that facilitate the delivery of digital financial services** (e.g., enabling technologies, data accessibility and security).
- **Increase enterprise-wide collaboration and communication** to better address customer and business needs.

Measures

- Increase the business architecture maturity score.
- Increase number of approved recommendations that support transformation initiatives.
- Increase adoption of Fiscal Service enterprise capabilities across business lines.

Objective 1.2: Emerging Technology and Business Practices

Identify, incubate, and promote emerging technologies and business practices with the potential to transform the bureau and financial management capabilities.

Executive Owner: Chief Innovation Officer

Fiscal Service will explore new ways to better achieve bureau and financial management priorities. We will create a culture of continuous innovation and improvement that incubates new ideas and explores new technologies. Fiscal Service will be viewed as a “thought leader” across the federal financial management community.

Strategies

- **Identify and test emerging technologies and capabilities** through proofs of concept, pilots, experiments, and studies.
- **Improve awareness of problems, solutions, methods, and lessons learned** within the bureau and with government, academia, and industry.
- **Involve stakeholders** (e.g., customers, industry, academia) in the problem-solving process and developing solutions to address business problems.
- **Build a culture of innovation** throughout the bureau by collectively engaging all business areas.

Measures

- Increase number of groups engaged in our innovation projects.
- Increase number of innovative proof of concepts, pilots, and studies completed and returned to governance.
- Increase number of accepted invitations to share our innovation projects at government, industry, and academic events.

Objective 1.3: Operational Integrity

Improve security, resiliency, and controls of operations and services.

Executive Owner: Chief Information Officer

Sustaining the nation's financial services sector requires resilience to mitigate threats to financial stability and to ensure operational excellence across our key services. Fiscal Service will enhance and strengthen the government's financial operations to ensure its operational resiliency and steward its financial resources efficiently and effectively. Consistently optimizing, securing, and integrating technology and service delivery across the enterprise will safeguard our mission essential functions, align with the strategic direction of the bureau and Treasury, and further enable digital transformation across Fiscal Service.

Strategies

- **Enhance cybersecurity hygiene** and maximize Fiscal Service's ability to identify, protect against, detect, respond to, and recover from malicious cybersecurity actions and breaches of national critical infrastructure, mission essential functions, and trusted third parties.
- **Optimize, secure, and scale Fiscal Service technology resources**, including prioritization of resources for the adoption and use of cloud technology, to effectively support Treasury's current role in national security matters.
- **Advance climate sustainability** by expanding use of cloud platforms and increasing electronic payments and collections in support of Executive Order 14008: "Tackling the Climate Crisis at Home and Abroad" and the Bureau's Climate Action Plan.
- **Improve program outcomes** by strengthening program and project management accountability, transparency, capabilities, and skillsets across Fiscal Service.
- **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.
- **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.
- **Improve the effectiveness of internal controls** to proactively manage and reduce risk.
- **Expand the use of payment integrity services** to aid in the prevention and recovery of improper payments.

Measures

- Reduce percentage of applications on the Fiscal Service mainframe.
- Increase percentage of progress completed against Fiscal Service's audit remediation plan.
- Increase percentage of Executive Order 14208: "Improving the Nation's Cybersecurity" requirements implemented.
- Increase percentage of programs and projects monitored under the Program Management Improvement Accountability Act Framework.
- Increase the electronic payment rate for Treasury-disbursed payments.

GOAL 2: OUR DATA

Increase the value, availability, and quality of our data for decision-making and insights.

Our data is a catalyst for driving digital transformation, ensuring efficient use of resources, allowing us to deliver a better customer experience, and enhancing transparency for agencies, businesses, and the public. Improving the quality of our data and providing our workforce with the tools and expertise needed to extract insights from our data will advance the bureau to be a more modern, data-driven organization.

Strategic Objectives:

2.1 Data Quality and Transparency: Improve the quality, completeness, and availability of data that is consumable for insights.

2.2 Data Analytics: Increase analytics practices and capabilities to support decision-making.

Learning Agenda Questions:

Long-Term

- How can Fiscal Service expand its use of data to improve internal business operations?
- What opportunities exist to improve the quality, accessibility, and interoperability of Fiscal Service's internal data?
- What are the most important changes that Fiscal Service should make to its transparency products (USAspending, Data Lab, and Fiscal Data) to expand its reach, increase public understanding of federal finance, and create trust with the public?*

Short-Term

- How much does Fiscal Service spend each year to collect and maintain data and what is spent on data that it does not use?

*Question aligns with Treasury's FY 2022–2026 Learning Agenda.

Objective 2.1: Data Quality and Transparency

Improve the quality, completeness, and availability of data that is consumable for insights.

Executive Owner: Chief Data Officer

Fiscal Service seeks to leverage data as a strategic asset to empower us to make better business decisions. We are committed to ensuring that our data is high quality, interoperable, secure, accessible across business lines, and lives within infrastructure designed to optimally use resources. We will improve our data architecture so that data is accessible across business lines, secure, and uses the minimum resources. Utilizing data governance, we will ensure that data is standardized across business lines to achieve objectives such as interoperability.

We seek to engage and inform the American public about federal finance to increase trust in government. We will increase adaptability, resiliency, and timeliness of public financial data architectures and increase the usability, accessibility, and engagement of our public data products.

Strategies

- **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.
- **Develop a data management playbook and guidance** for program areas to adopt best practices.
- **Standardize data and metadata across business lines** by developing a data and metadata standardization agenda and identifying timelines for program areas to update their data.
- **Enhance data quality** through development of a data quality framework and automated processes to assess and provide real time insights to business areas.
- **Prioritize and address legislative, policy, and audit mandates** on our transparency products.
- **Standardize and consolidate Fiscal Service's public datasets** onto fiscaldata.treasury.gov and leverage enterprise application programming interface (API) solutions to automate connections to business areas.
- **Improve our data transparency architecture** for performance and cost-effectiveness.
- **Connect new audiences with financial data** by broadening our training and outreach efforts to reach new users and developing content that is engaging and builds trust in government among Americans.

Measures

- Increase in datasets onboarded onto enterprise data platform.
- Decrease number of siloed legacy solutions.
- Increase percentage of datasets with standard metadata implemented.
- Increase number of users to public data websites.

Objective 2.2: Data Analytics

Increase analytics practices and capabilities to support decision-making.

Executive Owner: Chief Data Officer

Fiscal Service will be an organization where our workforce has the right skills to leverage data as a strategic asset, and actively expects that decisions be made with data. Our staff will have the right skills to execute advanced analytics use cases and will utilize best practices for data analysis and visualization, allowing all business lines to conduct analytics. Our analytics resources will be devoted to the highest value use cases, and we will routinely develop high value analytics and deploy them to production to improve customer experience, reduce costs, and reduce risk.

Strategies

- **Celebrate data culture at bureau-wide events** by holding “datathons” and other events to show employees the possibility of using data for decision-making and to keep people engaged.
- **Develop a handbook of analytics best practices** that includes style guides on data visualization, best practices for data ethics, and guidance for conducting analytics projects.
- **Expand the analytics communities of practice** to grow the analytics and data stewardship communities of practice and expand engagement.
- **Launch Fiscal Data University**, a low-cost training curriculum to upskill employees across business areas.
- **Identify and define the highest value analytics use cases** in collaboration with all of the bureau’s business lines on an ongoing basis.
- **Establish an Analytics Center of Excellence** to develop standards, model governance, and use case oversight through strategic partnerships with business areas.
- **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.

Measures

- Increase percentage of staff who complete coursework from Fiscal Data University.
- Increase percentage of staff who regularly engage in data communities of practice.
- Increase number of new analytics use cases deployed.

Goal 3: OUR CUSTOMERS

Improve the customer experience throughout the journey with Fiscal Service.

The customers we serve expect an ease of doing business, simple yet effective services, and a modern and inclusive experience that instills confidence and builds trust. Fiscal Service recognizes the importance of the customer experience for both our partner agencies, and the public we serve. Fiscal Service will develop and foster a customer-centric culture that unifies our engagement efforts, increases our understanding of federal agency needs, brings the customer voice into our decision-making processes, and ensures a seamless and equitable user experience from start to finish.

Strategic Objectives:

3.1 Customer Experience Practices: Create a customer-centric culture that incorporates customer needs and expectations into the design and provision of services to improve the customer experience.

3.2 Agency Engagement: Engage with federal chief financial officers (CFOs) and the broader financial management community to understand what agencies need and how we can best provide unified, seamless solutions to meet those needs.

3.3 Marketplace Solutions: Provide the financial management community with access to innovative, proven, and standards-based solutions.

Learning Agenda Questions:

Long-Term

- Where are Fiscal Service's customer experience capability and competency gaps, and how can we leverage best practices to close those gaps over time?
- How can Fiscal Service ensure it is collaborating effectively with its agency partners to improve the customer experience and mission delivery?
- How can Fiscal Service ensure equitable access and use of its services by underserved communities or companies?*

Short-Term

- How can Fiscal Service accurately assess, evaluate, and monitor customer experience, and utilize measurement tools to drive improvements?*
- Which Fiscal Service products and services are underutilized by federal CFOs, why, and what improvements can Fiscal Service make?
- How does Fiscal Service currently approach customer experience activities across the enterprise, and how might we standardize our approach to efficiently and effectively meet the customer experience objectives?

*Question aligns with Treasury's FY 2022–2026 Learning Agenda.

Objective 3.1: Customer Experience Practices

Create a customer-centric culture that incorporates customer needs and expectations into the design and provision of services to improve the customer experience.

Executive Owner: Chief Customer Officer

Fiscal Service will continue to develop and leverage a customer-centric approach to its systems and services by treating each interaction as impactful to that customer—no matter if they are from a federal agency, a financial institution, or a member of the public. This approach places customers' needs and expectations at the forefront of business and program development decisions and uses continuous customer feedback to design and enhance systems and processes that are intuitive, adaptive, and self-navigating. Further, this approach supports the President's Management Agenda, the Executive Order 14058: "Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government," and Treasury's designation as a High Impact Service Provider.

Strategies

- **Establish an enterprise Customer Experience (CX) plan** that defines the vision and guiding principles to be ingrained in the organizational culture, serves as a key framework for enterprise-level planning, supports ongoing investments which directly benefit customers, and effectively closes capability and capacity gaps over time.
- **Develop and implement structures, processes, and roles** to monitor our strategy, identify overlaps across customer journeys, prioritize and coordinate improvements, and efficiently leverage investments across the enterprise.
- **Determine the most effective and efficient execution of customer experience activities** across all of the bureau's services, including those operating through fiscal and financial agents and the Administrative Resource Center (ARC), recognizing and understanding the intersectional relationships, and reducing duplicative efforts to maximize return on investment in CX work streams.
- **Establish a measurement architecture** to capture customers' voices throughout the entirety of their interactions with bureau products and services to drive continuous improvements and positively impact the customer experience over time.
- **Develop a common language and set of tools** to design CX documentation, measurements, and enhancements to support cross-functional improvements to journeys.
- **Create a library of services, journeys, and personas** to identify pain points, high impact interactions, and opportunities for improvements that transcend individual customer groups or moments.

Measures

- Increase in usage of standardized customer experience tools and artifacts in the design of bureau services.
- Decrease in duplicative customer experience improvement efforts and reporting.

Objective 3.2: Agency Engagement

Engage with federal chief financial officers (CFOs) and the broader financial management community to understand what agencies need and how we can best provide unified, seamless solutions to meet those needs.

Executive Owner: Chief Customer Officer

Fiscal Service will partner with the federal financial management community to deliver effective financial management solutions that meet their operational needs so that agencies can focus on their missions. We will start from a place of cooperation and support, and focus our engagement on understanding challenges, barriers, and expectations. This work will provide Fiscal Service with customer insights that will be used to proactively develop, modernize, and improve processes, systems, and services that positively impact their experience.

Strategies

- **Establish an enterprise engagement plan** that unifies duplicative communication channels and feedback silos across the bureau and its agents and develops a comprehensive understanding of agency needs and experiences across product and service offerings that will create “one voice” for our customers.
- **Effectively leverage existing channels in the government and private sector financial management communities** such as the CFO Council, Financial Management Standards Committee, Joint Financial Management Improvement Program, Shared Services Council, and the Association of Government Accountants to gain insights into community needs and identify the best spaces for bureau-led solutions.
- **Identify major pain points and opportunities** for quick wins to prioritize agency engagement and service improvement activities across centralized solutions, shared services, and industry products.
- **Develop reporting processes to ensure agency feedback loops are effectively measured** across the enterprise and closed in a meaningful and timely manner.

Measures

- Increase agency customer satisfaction scores.
- Increase percentage of agency feedback loops closed.

Objective 3.3: Marketplace Solutions

Provide the financial management community with access to innovative, proven, and standards-based solutions.

Executive Owner: Chief Customer Officer

Fiscal Service will provide a marketplace of standards-based solutions and services offered by commercial and federal providers, including the bureau's centralized services and shared services provided by the Administrative Resource Center (ARC). As the designated Financial Management Quality Service Management Office (FM QSMO), we will standardize and streamline what is common and give agencies the flexibility to invest where needed for unique mission-oriented business needs. Marketplace solutions will deliver easy, reliable, and effective experiences by incorporating customer feedback, journey management frameworks, and innovative technologies.

Strategies

- **Establish a financial management solutions and services marketplace** that provides clear, consolidated access and ease of engagement with commercial vendors, the bureau's centralized offerings, and federal shared service providers, including the bureau's ARC.
- **Actively engage with marketplace participants**, both vendors and federal shared service providers (including ARC), to ensure provider readiness and seamless onboarding into the marketplace.
- **Ensure products and services in the marketplace are designed and delivered in a manner that is consistent with the needs and expectations of the customer** and support the overarching goals of the federal financial management community.
- **Engage with industry** to understand the evolving systems and services landscape and ensure continued communication and transparency with prospective commercial marketplace providers.
- **Identify opportunities to improve the customer experience** through seamless integration of end-to-end services as part of agency plans for ongoing financial management improvements and systems modernizations.
- **Effectively connect the current needs of agencies to products and services in the marketplace** including the bureau's centralized offerings and services provided by ARC to efficiently market and onboard customers into financial management solutions.
- **Encourage and support diversity and equity in the marketplace** by being inclusive in vendor outreach, offering consultations to interested vendors, and collaborating with agencies to support equitable selection from diverse providers in the marketplace.

Measures

- Increase number of agency subcomponents using common financial management solutions offered by either industry or the bureau.
- Increase number of engagements and consultations with diverse vendors.

Goal 4: OUR WORKFORCE

Recruit, retain, develop, and engage a diverse, high-performing workforce to meet our customers' needs.

Our workforce is the foundation for our success. Fiscal Service will foster a bureau-wide culture that promotes inclusivity, personal and professional development, and embodies our core values - Integrity, Collaboration, Accountability, Learning, and Excellence. We strive to provide an employee experience that makes us a recognized employer of choice where talented and diverse individuals want to work and can excel in the workplace of the future.

Strategic Objectives:

4.1 Diversity, Equity, Inclusion, and Accessibility (DEIA): Foster a culture where bureau practices integrate the principles of DEIA to attract, develop, and retain a diverse and inclusive workforce.

4.2 Workforce of the Future: Identify and develop the skillsets required to meet the demands of tomorrow.

4.3 Workplace of the Future: Transform our work routines, facilities, and infrastructure to adapt to mission and workforce needs.

Learning Agenda Questions:

Long-Term

- What skillsets do employees currently have, what skillsets does Fiscal Service need, is Fiscal Service effectively identifying needed competencies and existing gaps, and what opportunities exist to close the gaps?*
- How can Fiscal Service foster a diverse and inclusive culture throughout all levels of the bureau to provide better services to its customers, stakeholders, and employees?
- How can Fiscal Service ensure that resources are appropriately aligned with the bureau's priorities, as articulated in the strategic plan and supporting documents?

Short-Term

- How does Fiscal Service define a diverse workforce, what beacon metrics can Fiscal Service use to measure diversity, and what opportunities exist to increase diversity in the Fiscal Service workforce?
- How does a hybrid work environment impact Fiscal Service's culture, its ability to recruit candidates, and its ability to retain its existing employees, and how can we best measure those impacts?*

*Question aligns with Treasury's FY 2022–2026 Learning Agenda.

Objective 4.1: Diversity, Equity, Inclusion, and Accessibility (DEIA)

Foster a culture where bureau practices integrate the principles of DEIA to attract, develop, and retain a diverse and inclusive workforce.

Executive Owner: Chief Human Resources Officer

Fiscal Service is committed to building a highly skilled, engaged, and inclusive workforce committed to and representative of the public it serves. We strive to be an organization that values a culture of diversity and inclusion to open our minds to new possibilities and improve our organization's performance and the employee experience. We will achieve an inclusive and innovative workforce and provide an environment where employees feel accepted and respected.

Strategies

- **Establish a Fiscal Service-wide talent acquisition strategy** across the entire recruitment process (position classification through start date) to leverage opportunities that maximize Fiscal Service's recruitment practices, resulting in the timely acquisition of diverse, high-quality talent.
- **Train supervisors on hiring best practices** including interviewing, special hiring authorities, and expanded applicant assessment (beyond automated questionnaires) to improve bureau-wide talent acquisition.
- **Appropriately resource DEIA functions** to ensure recruitment strategies are in place for outreach to underrepresented communities, a culture that accepts and celebrates employee differences is achieved, and DEIA training is provided to employees.
- **Improve employee retention through the identification and implementation of best practices** for employee engagement, monitoring of attrition data to identify and address trends, and implementation of "stay interviews" to determine and strengthen those things that make employees want to stay.

Measures

- Decrease attrition rates (not related to retirement or internal movement) of Fiscal Service employees.
- Increase hiring official satisfaction survey scores related to the quality of applicants referred through the recruitment process.
- Increase diversity of Fiscal Service's workforce as measured by identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people.

Objective 4.2: Workforce of the Future

Identify and develop the skillsets required to meet the demands of tomorrow.

Executive Owner: Chief Human Resources Officer

Fiscal Service will continuously learn, grow, and develop the skillsets required to support the long-term health and sustainability of our organization and our people. We will strategically align our resources to better deliver services to our customers.

Strategies

- **Identify and measure the enterprise level core competencies** (e.g., data analytics, customer experience, project management) and skillsets necessary to support Fiscal Service in achieving its mission and strategic vision, designing a development and training framework to build competencies and close any identified gaps.
- **Improve Fiscal Service's leadership development program**, leveraging industry best practices and existing leadership initiatives.
- **Improve workforce and succession planning capabilities** through the identification and closing of gaps, including gaps related to the bench strength of our senior level and other mission critical positions.
- **Optimize Fiscal Service's organizational structure and workforce** to efficiently and effectively achieve the bureau's mission, strategic goals, and objectives.
- **Ensure accurate and sufficiently detailed position descriptions** are maintained, shared with employees, and used to develop performance expectations.
- **Expand training and career development opportunities** for all employees.
- **Continue the employee experience survey** to improve communication and feedback channels throughout the entire employee journey, from onboarding to departure.
- **Increase employee feedback opportunities** in the engagement plan development process.

Measures

- Implement succession plans to assess and build bench strength for senior leaders, supervisors, and other mission critical positions.
- Maintain or increase Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index score.
- Increase percentage of employee feedback on the employee journey and develop recommendations for improvement.

Objective 4.3: Workplace of the Future

Transform our work routines, facilities, and infrastructure to adapt to mission and workforce needs.

Executive Owner: Chief Human Resources Officer

Fiscal Service will establish a modern, inclusive workplace that provides for work-life balance, maintains competitiveness, and enables an engaged workforce. We will provide an environment that allows for collaboration, innovation, and engagement across physical and virtual boundaries to provide an experience that makes Fiscal Service an employer of choice and addresses climate change.

Strategies

- **Provide a dynamic culture of inclusion and teamwork** for in-person, telework, geographically dispersed, and hybrid teams.
- **Expand the use of telework.**
- **Equip employees with effective collaboration tools and spaces.**
- **Decrease Fiscal Service's impact on climate change** through the implementation of the initiatives in the Bureau Climate Action Plan.

Measures

- Increase percentage of employees who regularly telework over pre-pandemic levels.
- Decrease our facilities footprint.



Appendix

STRATEGIC PLAN AT A GLANCE

Treasury Alignment | Fiscal Service Strategic Goals and Objectives

Treasury Strategic Goal Key

Goal 1: Promote Equitable Economic Growth and Recovery	Goal 2: Enhance National Security	Goal 3: Protect Financial Stability and Resiliency	Goal 4: Combat Climate Change	Goal 5: Modernize Treasury Operations
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Treasury Strategic Objectives

Fiscal Service Strategic Goals

Fiscal Service Strategic Objectives

4.4 Sustainable Treasury Operations	3.3 Financial Innovation	Goal 1: OUR OPERATIONS Deliver modern and innovative financial management operations and services that are inclusive, efficient, sustainable, and secure.	1.1 Business Transformation: Transform our businesses to generate new value and improved capabilities for our customers.
	2.1 Cyber Resiliency of Financial Systems and Institutions		1.2 Emerging Technology and Business Practices: Identify, incubate, and promote emerging technologies and business practices with the potential to transform the bureau and financial management capabilities.
			1.3 Operational Integrity: Improve security, resiliency, and controls of operations and services.
5.3 Better Use of Data		GOAL 2: OUR DATA Increase the value, availability, and quality of our data for decision making and insights.	2.1 Data Quality and Transparency: Improve the quality, completeness, and availability of data that is consumable for insights.
			2.2 Data Analytics: Increase analytics practices and capabilities to support decision making.
	3.3 Financial Innovation	GOAL 3: OUR CUSTOMERS Improve the customer experience throughout the journey with Fiscal Service.	3.1 Customer Experience Practices: Create a customer-centric culture that incorporates customer needs and expectations into the design and provision of services to improve the customer experience.
1.3 Economically Resilient Communities			3.2 Agency Engagement: Engage with federal chief financial officers (CFOs) and the broader financial management community to understand what agencies need, and how we can best provide unified, seamless solutions to meet those needs.
	5.4 Customer Experience Practices		3.3 Marketplace Solutions: Provide the financial management community with access to innovative, proven, and standards-based solutions.
5.1 Recruit and Retain a Diverse and Inclusive Workforce		Goal 4: OUR WORKFORCE Recruit, retain, develop, and engage a diverse, high-performing workforce to meet our customers' needs.	4.1 Diversity, Equity, Inclusion, and Accessibility (DEIA): Foster a culture where bureau practices integrate the principles of DEIA to attract, develop, and retain a diverse and inclusive workforce.
	5.2 Future Work Routines		4.2 Workforce of the Future: Identify and develop the skillsets required to meet the demands of tomorrow.
4.4 Sustainable Treasury Operations			4.3 Workplace of the Future: Transform our work routines, facilities, and infrastructure to adapt to mission and workforce needs.

