



# Roadmap for Renewing Our Federal Government

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## First 100 Days Checklist

A pandemic. Economic turmoil. Racial injustice. Threats to national security. The nation's future and our democracy depend on our ability to solve these challenges, and the federal government is the most powerful tool we have to drive change. Yet, years of neglect, diminished capacity and leadership shortcomings have taken a heavy toll on the government's ability to serve the public effectively.

In order to fulfill its promise, the government must do things differently. To meet America's current and future needs, we must rebuild and revitalize our nation's most important democratic institution. To that end, we propose that the Biden-Harris administration focus on these actions in the first 100 days to begin laying the groundwork for renewing our federal government.

- Select and promote capable and credible leaders.** Recruit, appoint and nominate talented Americans from all backgrounds, races, ethnicities and regions for political appointments, with prior leadership and diversity of experience for those appointees selected to head large organizations. Ensure they demonstrate the core values of the Public Service Leadership Model: stewardship of public trust and commitment to public good.
  - Foster a culture of leadership.** Encourage agency leaders to meet with their leadership teams, including career executives, to establish and reinforce a shared vision and values, and craft clear and concise messages communicating organizational vision and values to the workforce.
  - Cultivate an effective leadership corps.** Meet with the 7,000+ senior career executives who will lead the implementation of the administration's policies.
  - Set an expectation for data-driven management and decision-making.** Charge agency leaders to obtain an inventory of the data and performance insights available to help them make informed decisions.
  - Modernize recruiting and hiring.** Issue a renewed call to public service and launch a government-wide initiative to help agencies improve the federal hiring process so they can more easily attract, assess, hire and onboard highly-qualified applicants.
  - Improve employee engagement and retention.** Direct agency leaders to use the annual Federal Employee Viewpoint Survey and the Best Places to Work in the Federal Government® results to identify and address top federal employee concerns with their workplace, their agency and their leadership.
  - Provide a clear mandate for the Office of Personnel Management.** Nominate a highly qualified Office of Personnel Management director with extensive government experience and deep expertise in federal talent issues, and task that person with developing a proposal for a new, modernized personnel system for government.
  - Establish a government-wide initiative to boost innovation.** Launch a cross-agency innovation task force to prioritize innovation through leadership support and culture change.
  - Modernize outdated technology.** Identify the top systems in government that are in need of an upgrade and identify creative funding mechanisms to achieve modernization goals, including multi-year budgets for major technology modernizations.
  - Clarify leadership roles and priorities.** Clarify innovation and technology modernization roles and responsibilities of key management officials within agencies and for "center-of-government" organizations such as the Office of Management and Budget and the General Services Administration.
  - Expand digital service delivery.** Direct each agency to identify at least one high-volume service or process that they will enhance through existing technology by the end of 2021.
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- **Prioritize improving customer trust.** Create a team in the White House to drive customer experience improvement efforts with a government-wide perspective and to work with agencies to establish short- and long-term goals for agencies to improve customer trust in government services.
  - **Shape enterprise solutions to national challenges.** Designate a senior White House champion for enterprise approaches to cross-agency policy priorities and charge them with hosting a series of cross-sector gatherings to develop solutions to national priorities.
  - **Develop government-wide implementation strategies.** Convene agencies with overlapping and complementary mission and program areas to align priorities, goals and objectives.
  - **Boost regional coordination.** Provide dedicated funding, and increased staffing, for Federal Executive Boards.
  - **Build effective partnerships with Congress.** Direct agency leaders and appointees to build constructive relationships with lawmakers in the House and Senate, and view Congress as a partner rather than an impediment to executive action or a hostile adversary.

