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## **MITRE Response to the Office of Management and Budget's Survey Supporting the PMA Learning Agenda**

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## About MITRE

The MITRE Corporation is a not-for-profit company that works in the public interest to tackle difficult problems that challenge the safety, stability, security, and well-being of our nation. We operate multiple federally funded research and development centers, participate in public-private partnerships across national security and civilian agency missions, and maintain an independent technology research program. Working across federal, state, and local governments—as well as industry and academia—gives MITRE a unique vantage point. MITRE works in the public interest to discover new possibilities, create unexpected opportunities, and lead by pioneering together for public good to bring innovative ideas into existence in areas such as artificial intelligence, intuitive data science, quantum information science, health informatics, policy and economic expertise, trustworthy autonomy, cyber threat sharing, and cyber resilience.

MITRE has long served as a key partner to help government adopt technology to meet mission needs. Today's greater challenge involves rethinking business models, taking on new mission responsibilities, and evolving management and governance approaches. MITRE thus collaborates with agencies and their stakeholders to transform the way they do business for the American public.

## Questions Posed in the Survey

### 1. What completed studies, literature reviews, or evidence reviews should inform future research on these questions?

#### Federal Workforce

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#### Deliver Effective Programs/Services and Build Trust

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The performance–trust link: Implications for performance measurement. *Pu. Admin*, [https://www.researchgate.net/profile/Marc-Holzer/publication/227642992\\_The\\_Performance-Trust\\_Link\\_Implications\\_for\\_Performance\\_Measurement/links/5b77104c299bf1d5a70f74bc/The-Performance-Trust-Link-Implications-for-Performance-Measurement.pdf](https://www.researchgate.net/profile/Marc-Holzer/publication/227642992_The_Performance-Trust_Link_Implications_for_Performance_Measurement/links/5b77104c299bf1d5a70f74bc/The-Performance-Trust-Link-Implications-for-Performance-Measurement.pdf). Yang, K., & Holzer, M. (2006)

*Trust: America’s Best Chance*. New York: Liveright Publishing Corporation. Buttigieg, P. (2020)

Trust in government: The relative importance of service satisfaction, political factors, and demography. *Pub. Perf. & Mgt. Rev.* Christensen, T., & Lægreid, P. (2005)

Validating a scale for citizen trust in government organizations. *Int’l Rev. of Adm. Sciences*. Grimmelikhuijsen, S., & Knies, E. (2017)

### **Equity and Underserved Communities**

Intelligence After Next: Diversity & Inclusion...for the Intelligence Community. The MITRE Corporation, <https://info.mitre.org/workstreams/sites/default/files/2021-04/pr-21-0136-Intelligence-After-Next-Diversity-Inclusion.pdf>. (2021)

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## 2. Which draft questions do you think should be part of the PMA Learning Agenda?

Please consider this non-exhaustive list of research questions.

### **Deliver Effective Programs/Services and Build Trust**

Within individual agencies and across the Federal Government, what are the most effective human-centered methods, data, and tools for (i) measuring *performance in delivering customer and mission value (outcomes)* and (ii) *using the analysis to systematically and continuously improve service delivery*? Research needs:

- Identify customers and understand what they need and value in their interactions with the agency
- Understand and quantify the impact of factors (e.g., demographics, personal attributes, perceptions, and external conditions) that drive customer preferences and behaviors (e.g., interaction preferences, digital service adoption)
- Identify, collect, and analyze data from multiple sources, including customer feedback, transactional and operational data, and employee experience and engagement data to continuously measure and monitor service delivery and to identify, prioritize, and resolve the root causes of customer experience challenges
- Identify how to leverage emerging technology and innovations to continuously improve and evolve effective service delivery

What are the most meaningful criteria and effective processes to *equitably* evaluate and prioritize internal and cross-agency opportunities to reduce administrative burden and streamline service delivery?

How can different levels of government, communities, and community-based organizations integrate services to proactively make them accessible and available to individuals and organizations and reduce the burden on and improve outcomes for customers at specific significant life events?

- What are the opportunities to assure eligible enrollment across related programs without separate applications, regardless of administering agency (SNAP, Head Start, Medicaid)?
- What are opportunities to provide more flexibility to states and communities to braid or blend funding, information systems, data sets, processes, and customer touch points?
- What opportunities and leading practices exist to incentivize and foster internal agency and cross-agency productivity, innovation, use of automation, data sharing, and collaboration for continuous improvement?
- How can agencies effectively share data and program results to promote trust with the public?

### **3. Are there questions you would recommend reframing?**

Please consider these non-exhaustive lists of research questions.

#### **Strengthen and Empower Workforce**

How will population and demographic shifts, technological advances, and changing mission needs:

- impact skills/competencies/composition for the 2030 workforce strategy?
- enable use of unconventional workers (high school, non-college-degreed, veterans, remote)?
- optimize underrepresented, neuro and physically diverse employment?
- improve collaboration of agency and cross-agency teams?

What strategies, policies, technologies, processes (recruiting approaches, hiring assessments, classification systems, time to hire) can be adopted for surge workforce needs, a more transient workforce, and new drivers or aspirations of the emerging workforce?

To achieve the future state, identify:

- Barriers, gaps, and opportunities in hiring authorities, workplace flexibilities, rewards programs, performance management and promotion practices?
- How to incentivize where employees work, how they work, and how they are compensated to attract and retain entry, mid-level, and underrepresented workers?

- The trends in and insights about the work technology paradigm and emerging technologies and data-science tools that will be used to effectively, efficiently, transparently, and equitably identify, compete for, and develop the workforce of the future?
- How to innovate quickly to use non-conventional skill sets, reduce downtime, and efficiently collaborate in a remote work environment?
- Private sector best practices?
- Needed human capital, workforce strategy, equity, and inclusion readiness and maturity frameworks, and DEIA measures to guide change?
- How to leverage insights and mitigate attrition from the COVID-19 era to create a new norm that increases resiliency, security, and quality of the workforce to deliver critical services?

### **Equity and Underserved Communities**

What approaches should the federal government adopt to enable the concept “nothing about us without us” through participatory research and design methods?

What lessons about common barriers, gaps, and opportunities can we learn from agency equity assessments and DEIA action plans?

What life event metrics should drive federal agency equity work across agencies?

How do programs contribute to and how can they alleviate disproportionality and disparity in life event outcomes?

What authorities, policies, practices, and equity measures and factors would enable agencies to prioritize and coordinate efforts?