



# **President's Management Advisory Board**

## **Approved Recommendations**

*September 7, 2012*



# Strategic Sourcing Subcommittee *Recommendations*

## **1. Ensure that government-wide policy directives include the following key attributes:**

- Mandate the use of government-wide strategic sourcing vehicles where appropriate
- Set ambitious, government-wide goals for creation and adoption of vehicles
- Assign accountable senior official within each agency

## **2. Enhance data collection and utilization in the decision-making process**

- Determine the right level of data needed for effective analysis and conclusions
- Consider the use of requests for information on cost data from the vendors as a pre-requisite to solicitations
- Develop and employ standardized performance tracking and reporting

## **3. Design an effective communication strategy to ensure that the message is understood at all levels of the organization**

- Syndicate the message top-down and bottom-up through both written communication and collaborative events (e.g. town hall, video conferences) and validate that the message was properly received
- Celebrate all successes, even the small ones, early and often
- Engage agency's senior-most leaders by highlighting progress through the President's Management Council



# Improper Payments Subcommittee *Recommendations*

## General

- Focus and prioritize on a subset of the government wide improper payments challenges and develop pilot approaches on topics that address root causes of improper payments
- Establish effective governance and oversight structures to create a strong “tone at the top”
- Establish meaningful incentives and deterrents at the organizational and individual level, which could include contingency based incentives for third-parties, incentives for whistleblower hotlines, and recognition of internal control best practices
- Develop a communications plan to ensure all stakeholders understand their responsibilities and consequences for improper payment error and fraud
- Analyze relative risk among different types of programs and payment activities, and tailor actions based on the highest value opportunities
- Create a dedicated team of internal and external specialists in fraud prevention and detection. Use of third party experts in areas such as forensic auditing, data base/analytic research, and error/fraud audits can be very valuable
- Centralize data and use real time analytics in order to take timely action while information is hot

## Specific Next Steps for the UI initiative

- Identify a small number of states that will serve as “early adopters.”
- Work with “early adopters” to:
  - determine responsible offices and individuals within state governments for UI program integrity and their reporting relationships to the Governor
  - identify current and potential new incentives or deterrents in place for reducing UI errors
  - identify examples of new data analytics that would have high ROI for state error reduction efforts
  - solicit ideas and explore early implementation strategy for a shared data architecture among multiple states