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Form 658301-22

**Modernizing mission support with  
faster, smarter digital workflows.**

Government mission support functions are cross-cutting, operational lines of business that support the primary mission areas of an agency. Examples of mission support functions include, but are not limited to human resources, information technology, procurement, legal and finance. These lines of business often receive less attention, priority, and funding than primary mission areas, and have numerous paper-based and manual processes.

Modernizing mission support functions offer an opportunity to improve overall mission outcomes. The Adobe Document Cloud is uniquely positioned to help government agencies streamline their business processes through digital document workflows.

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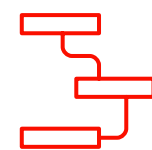




# Why focus on mission support?

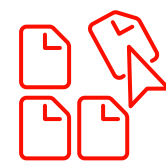
All government organizations have core operational responsibilities that support the primary mission areas of government. It can be easy to overlook mission support functions that aren't front and center to the core mission of an agency. But even though these support functions aren't the primary mission areas of most agencies, it doesn't mean that they aren't mission essential. No government agency could function without human resources or finance departments.

Too often, mission support functions rely on cumbersome paper-based or manual processes that are inefficient and ineffective. These cumbersome processes are often characterized by:

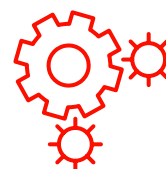


## **Duplication, overlap, fragmentation, and adoption:**

Inconsistent document management adds organizational risk and complicates compliance and accessibility efforts.



**Patchwork and legacy systems:** While no one solution will ever cover all mission support functions, fragmented or outdated tools and processes created added workflow logjams.



**Employee disengagement and inefficiency:** Spending unnecessary time on outdated workflows reduces the extent to which employees can focus on more engaging and strategic goals, with implications for employee retention as well as agency effectiveness.



# Balancing goals and needs.

Digital modernization requires buy-in and commitment from stakeholders. This can be difficult when different lines of business have different goals and needs. In these circumstances, collaboration and alignment on goals need to be first reconciled.

## Rising experience expectations

While organizational complexity adds hurdles to modernizing workflows, employees and stakeholders want, at the same time, more engaging and effective experiences. This raises the stakes on any modernization endeavor.

## Tightening compliance environment

Agency leaders have to balance the need for transformation with overall governance, risk, and compliance goals.

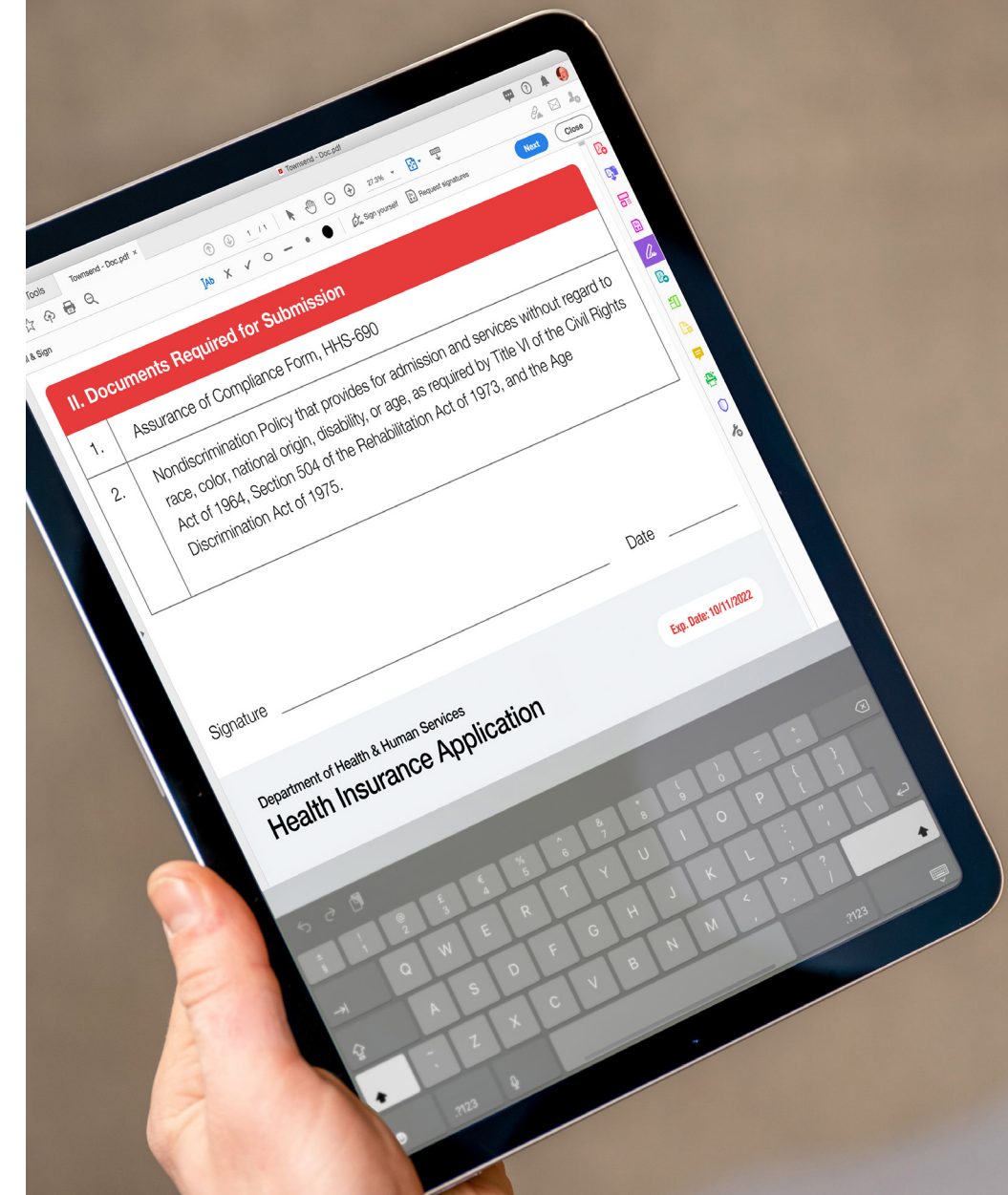
## Multiplying systems and solutions

It's almost impossible for a single tool to meet every agency or department need, and integration gets harder as agency technology portfolios grow.

## Ongoing resource gaps

Agencies are working harder than ever, but whether it's capital investment or needed headcount, budgets aren't always keeping pace.

As a whole, mission support services are aligned in working towards agency-wide strategic and operational objectives. But specific departments must at the same time confront their own unique opportunities and obstacles.



# Human Resources: putting people processes first

Human resource (HR) teams are tasked with managing an increasingly complex government workforce. With existing recruitment and retention pressures exacerbated by the rapid pivot to increased hybrid workflows, HR teams need processes and tools that drive efficiency as well as engagement.



### Challenges:

- Budgetary constraints
- Overburdened and dissatisfied staff
- Legacy technologies and systems



### Opportunities:

- Improving the employee experience
- Enhancing employee efficiency and engagement
- Strengthening retention

## How Adobe can help: **HR use case**

Onboarding is a critical process that impacts nearly every aspect of employee engagement. With Adobe Document Cloud, agency HR teams can deliver better experiences with less hassle.

	Before	After
Process	HR Specialist emails or mails Final Offer of Employment through official correspondence that includes HR Specialist's wet signature.	HR Specialist routes Final Offer of Employment through Adobe Acrobat Sign that includes HR Specialist's digital signature. The candidate then countersigns and returns it to the HR Specialist.
	Candidate accepts offer via email or with written correspondence.	Candidate accepts offer via digital signature.
	HR Specialist prepares onboarding paperwork to send to incoming employee.	HR Specialist prepares and routes onboarding forms to send to incoming employees using preexisting templates.
	Incoming employee fills out and signs onboarding paperwork. Paperwork is printed, signed, and scanned/mailed or scanned/mailed back to the HR Specialist. Some forms may require a notary.	Incoming employee fills out and digitally signs onboarding forms. For forms that require a notary, the incoming employee uses a remote online notary service, to expedite the onboarding process.
	HR Specialist reviews onboarding forms.	HR Specialist reviews onboarding forms.
	Employee enters on duty.	Employee enters on duty.
Final Offer and Acceptance	1-2 days	1-2 days
Enter on Duty	14 days	1-2 days



# Risk Management: protecting the business of government

Government agencies face a complex assortment of risks to their missions. Since government agencies serve the public interest, they need to be especially mindful of how they manage risk, because they are accountable to the public for their actions and outcomes. When agencies cannot respond effectively to risk, they undermine trust in government. Since the practice of risk management involves a significant amount of documentation, government agencies can leverage the Adobe Document Cloud to strengthen their risk postures.



### Challenges:

- Competing agency priorities
- Entrenched low-efficiency processes
- Multiple data systems, some antiquated



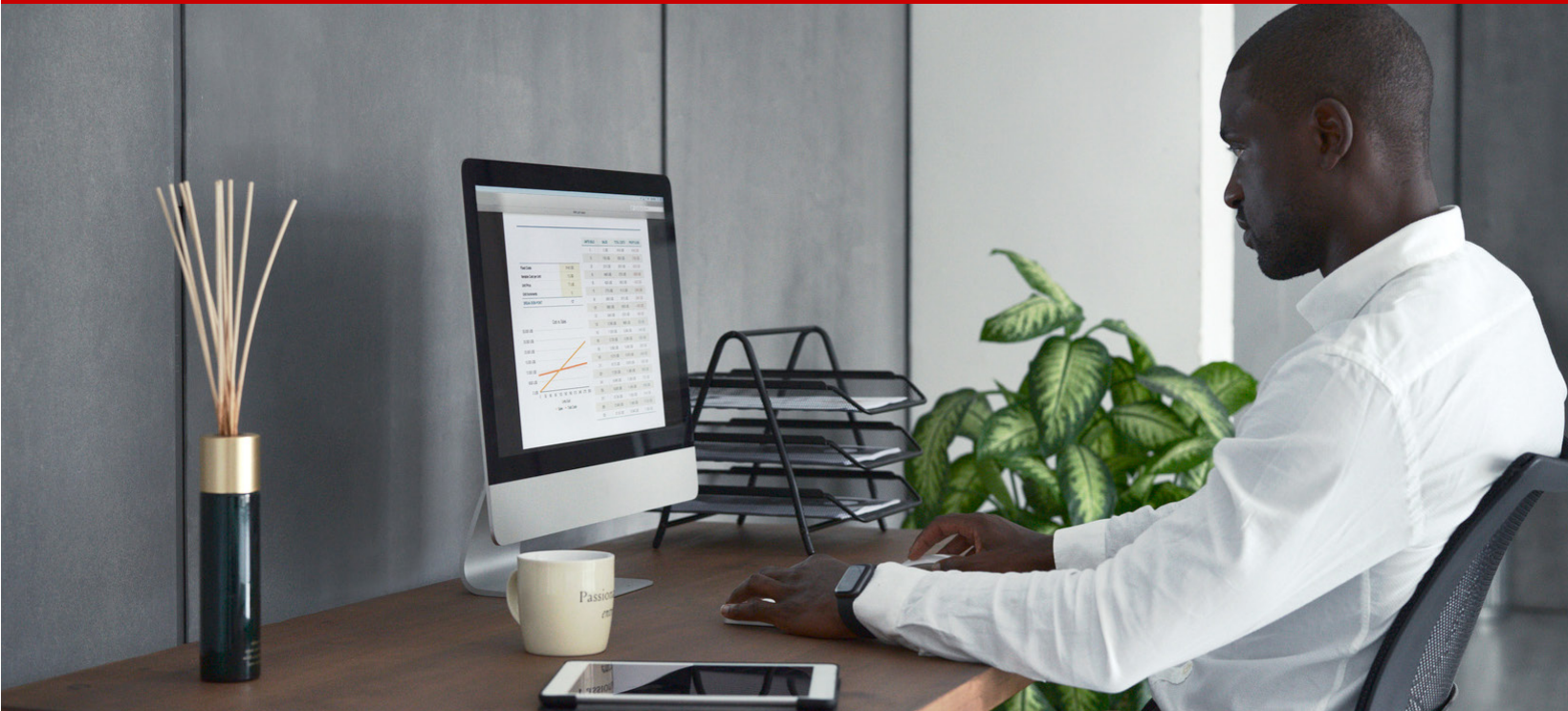
### Opportunities:

- Mitigating multiple risk vectors, such as financial, reputational, political, etc.
- Driving accountability, integrity, and trust
- Strengthening financial data management and the financial workforce

## How Adobe can help: **Risk Management use case**

Adobe helps create the consistency that's critical to reducing risk.

	Before	After
Process	Employee submits overtime request through T&A system for approval. The employee does not provide justification in the T&A system's comment box.	Employee submits detailed overtime request using a template in Adobe Acrobat Sign to prepare the justification.
	Manager approves overtime in T&A system.	Manager approves and signs overtime justification through Adobe Acrobat Sign.
	Auditor reviews T&A system and issues finding, indicating insufficient management of overtime.	Auditor reviews audit trail and reporting in Adobe Acrobat Sign, and finds no internal control deficiencies.
Justification for Overtime	Insufficient	Sufficient, documented approvals



# Information Technology: automate the mundane

Information Technology (IT) teams are tasked with managing an increasingly complex technological environment, seamlessly weaving new and old systems together, and enabling the digital productivity of their entire agency. Processes and tools that automate mundane tasks are a way to stretch headcount while increasing employee satisfaction and engagement by enabling IT team members to focus their time on more strategic priorities.



## Challenges:

- Legacy systems and government-specific data considerations
- Organizational inertia
- Tool sprawl



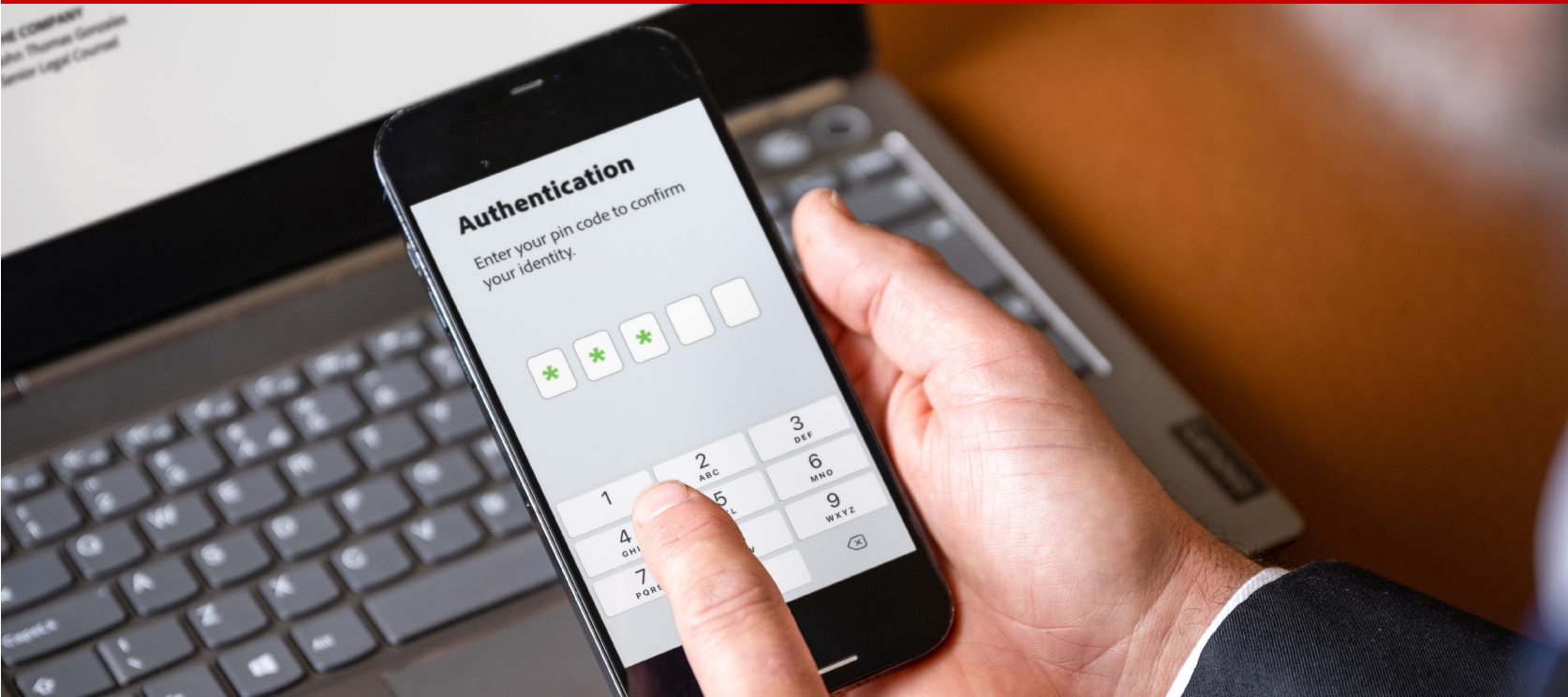
## Opportunities:

- Mitigate cyberthreats
- Leverage technology to drive strategic priorities
- Driving compliance

## How Adobe can help: IT use case

Better information systems drive better information security.

	Before	After
Process	New system users fill in, wet-sign and scan system access/authorization forms. Forms are uploaded into content repository.	New users fill in and digitally sign system access/authorization forms using Adobe Acrobat Sign. Forms are available through the Adobe Document Cloud or through Microsoft Teams.
	System administrator generates list of all user accounts at the end of year.	System administrator generates list of all user accounts at the end of year.
	System administrator cross-checks the usernames with the access request/authorization forms, verifying signatures. Emails sent for any missing forms.	System administrator cross-checks the usernames with the access request/authorization forms, running a report. Missing documentation routed for signature to users.
	Auditor reviews user access privileges and issues finding, indicating certain users missed signatures or failed to complete access/authorization forms.	Auditor reviews user access privileges and finds no internal control deficiencies.
User Account Documentation	Missing	Complete





# Procurement: purchasing goods and services smarter and faster

Government procurement professionals must develop and maintain specialized expertise in purchasing goods and services on behalf of the government. Unfortunately, retaining qualified procurement professionals can be problematic for government agencies. Processes and tools that streamline and automate procurement workflows can reduce dependencies on headcount, minimize administrative burdens, and speed procurement cycle times without jeopardizing fiscal responsibility and safeguards.



### Challenges:

- Overburdened and dissatisfied staff
- Workflow-intensive legacy processes
- Internal control deficiencies



### Opportunities:

- Reduce dependencies on headcount and manual reviews
- Minimize administrative burdens
- Speed procurement cycle times

## How Adobe can help: **Procurement use case**

Simplified procurement processes drive greater speed and transparency.

	Before	After
Process	Contracting specialist prepares a final award determination, which is then emailed or physically given to the awardee for review.	Contracting specialist prepares a final award determination, which is then routed to the awardee for review using Adobe Acrobat Sign.
Can	Awardee physically signs and scans the award letter (SF26) which is then routed to the successful offeror via postal service or email.	Awardee digitally signs the award letter (SF26) which is then routed to the successful offeror. The awardee tracks status through Adobe Acrobat Sign.
	Awardee wet-signs award letter, and sends it back to the agency via postal service, email, or an in-person visit.	Awardee digitally counter-signs award letter, and it is instantly routed back to the agency and added to the appropriate database for later reporting or audit trail.
Award Processes	Cumbersome	Streamlined





# Legal: advising and advocating

Agency legal teams typically have a range of expertise. Depending on their agency’s mission, they may be experts in intellectual property, or public policy. Processes and tools that drive efficiency and clear records of documentation enable legal to spend less time on paperwork and more time on their agency’s mission.



### Challenges:

- Overburdened and dissatisfied staff
- Workflow-intensive legacy processes
- Internal control deficiencies



### Opportunities:

- Reduce dependencies on headcount and manual reviews
- Minimize administrative burdens
- Speed procurement cycle times

## How Adobe can help: Legal use case

Focus valuable legal expertise where it can do the most good.

	Before	After
Process	An agency team needs to publish a request for proposal (RFP) in order to find and hire a vendor.	An agency team needs to publish a request for proposal (RFP) in order to find and hire a vendor.
	The agency team develops a draft proposal by compiling pieces of prior documents, which is sent to the legal team for review.	The agency team develops a draft proposal using pre-approved clauses and templates, which is routed to the legal team for review.
	Manual updates are made to sections which are incorrect or outdated.	Documents are easily searched and updated as policies change.
	Final RFP is approved in person or via email. Decisions and approvals may or may not be documented in meeting notes or email chains.	Final RFP is approved and archived, with audit trail to streamline future compliance checks.
RFP Development	Cumbersome and error-prone	Streamlined, with greater accuracy and security



# Strengthening support services with Adobe Document Cloud.

By improving digital fundamentals across each core mission support function, Adobe can help agencies improve the customer and employee experience. Our goal is to help agencies make every component ingredient of modern work—documents, collaborations, decisions—more effective and efficient through digital delivery and management. These focused innovations help refocus agency expertise and attention where it can make a greater impact.

## Electronic workflows: creating greater momentum

- Improving the employee experience from “hire to retire”
- Supporting paperless experiences to support increasingly remote and hybrid workforces and contractors
- Reduce bottlenecks for stakeholders through streamlined reviews and approvals
- Removing time-consuming, transactional, paper-based human resource processes

## Digital signatures: capturing decisions with confidence

- Documenting official decisions through legally binding digital signatures
- Maintaining a readily searchable source of truth for digitally signed documents
- Improving stakeholder satisfaction and trust throughout the procurement lifecycle
- Streamlining concurrence processes through workflow-driven digital signatures

## APIs: fostering innovation

- Leveraging reporting and analytics to verify statuses and respond to audits, oversight bodies, internal risk assessments, and requests for information
- Integrating smart document capabilities into familiar tools and services
- The ability to build an “ecosystem” of innovation that unlocks itself over time





# Modernization in action: improving core mission support workflows with Adobe.

With Adobe in place, core mission support functions move faster and smarter. Agencies can transform the fundamental efficacy of document workflows, unlock new advantages by enabling innovation from the ground up, and build with security and confidence, thanks to API-led integration and robust security.

No matter how strategic goals and policy initiatives might change, core services are in a position to keep improving and accelerating over time. More importantly, the more support services can be connected with common tools and workflows, the more visible and efficient overall agency efforts become.

The majority of government decision-makers surveyed in a recent Forrester Consulting study indicated Adobe Acrobat Sign provided significant efficiency and security gains, including:



Increased  
business speed



Reduced  
number of errors



Improved privacy  
and security



Improved employee  
experience



Increased back-office  
efficiency

# Adobe can help.

To learn more, contact your Adobe sales representative or visit us online at [Adobe.com/go/GovAdvantage](https://adobe.com/go/GovAdvantage).

## Sources:

Forrester Consulting, "Adobe Acrobat Sign Helps Government Engage With Citizens And Drive Internal Efficiencies."

Forrester Consulting, "The Total Economic Impact™ of Acrobat Sign – a Forrester study." January 2022.



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