



## Shifting From Low-Value to High-Value Work

### Goal Leaders:

**Pamela Hughes Patenaude**, Deputy Secretary, Department of Housing and Urban Development

**Peter Warren**, Associate Director for Performance and Personnel Management,  
Office of Management and Budget

**Dustin Brown**, Deputy Assistant Director for Management, Office of Management and Budget



## Goal Statement

Federal agencies will shift time, effort, and funding currently spent complying with unnecessary and obsolete policies, guidance, and reporting requirements, toward accomplishing mission-critical objectives and other high-value work, with the objective of achieving no new net burden annually.



## Challenge

Agencies must comply with hundreds of guidance documents and reporting requirements, built up over successive administrations, that persist over time despite changes to the circumstances they were intended to address.

Time, energy, and dollars spent performing repetitive administrative tasks and complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.



## Opportunity

Central Management Offices (OMB, GSA, OPM) can evaluate and improve the processes through which they issue guidance to Federal Agencies, to increase the effectiveness of Agency performance while reducing the burden of compliance with these central-management offices' requirements.

Federal Agencies can help identify burdensome and low-return practices, policies, guidance, and requirements, both those from central-management offices and those internal to the Agencies, to improve the pursuit of mission outcomes while reducing burden.



## Goal Leaders:

**Pamela Hughes Patenaude**, Deputy Secretary, HUD

**Dustin Brown**, Deputy Assistant Director for Management, OMB

**Suzanne Tufts**, Assistant Secretary of Administration, HUD (*Deputy Goal Leader*)

## Goal Team:

### **Office of Performance and Personnel Management (OPPM), OMB (*Coordinating Role*)**

Senior Lead     Mark Bussow

Team Leads     Matthew Lunder, Adam Lipton

Partners         PIC, OPM, GSA

### **Office of Federal Chief Information Officer (OFCIO), OMB**

Senior Lead     Margie Graves

Team Leads     Matt Bailey, Bill Hunt

Partners         CIO Council

### **Office of Federal Financial Management (OFFM), OMB**

Senior Lead     Regina Kearney

Team Lead       TBD

Partners         CFO Council

### **Office of Federal Procurement Policy (OFPP), OMB**

Senior Lead     Lesley Field

Team Lead       Matthew Blum, Iulia Manolache, Curtina Smith

Partners         CAO Council



# Goal Structure

Reduce Burden and Shift Resources to High-Value Work



**STRATEGY 1:**

Improve the  
Return on Investment  
(ROI)  
of OMB Guidance



**STRATEGY 2:**

Reduce Compliance  
Requirements  
from Central  
Management  
Agencies



**STRATEGY 3:**

Eliminate Outdated  
Congressionally-  
Mandated Reporting  
Requirements



**STRATEGY 4:**

Reduce Unnecessary  
Agency Costs  
and Compliance  
Requirements



**SUPPORTING STRATEGY:**

Create Ongoing Accountability, Incentives, and Capabilities for Reducing Burden



## Strategy 1: Improve the ROI of OMB Guidance

While OMB management guidance promotes efficiency and effectiveness across the Federal Government, OMB has historically lacked regular processes to assess the burden on agencies and to rescind or modify requirements over time. To improve, OMB is:

- Evaluating existing management guidance to rescind or modify unnecessary, outdated, or duplicative requirements, including requirements from statute and executive orders.
- Considering how to regularly assess and minimize management-guidance burden.

Milestone Summary					
Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
OMB memorandum rescinding/modifying outdated guidance to Federal Agencies	April 2018			OMB	
Revisions to Circular A-11 to reduce burden on agencies and improve outcomes	May 2018			OMB	
Develop burden-estimate methodology for issuing new guidance to agencies	Q3 FY18			OMB	



## Strategy 2: Reduce Compliance Requirements from Central Management Agencies

OMB will work together with OPM and GSA partners to identify burdensome compliance requirements for agencies related to human capital and general services, and how to reform them to free resources for high-value mission-critical work.

Milestone Summary					
Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
OPM proposals for streamlining SES certification and improving talent management and succession planning	Q3 FY18			OPM	
Rescinding outdated guidance to Federal Agencies	Q2-3 FY18			OMB	
Eliminate burdensome data-collection requirements for agencies	Q2-3 FY18			GSA	



## Strategy 3: Eliminate Outdated Congressionally-Mandated Reporting Requirements

Congress regularly establishes reporting requirements for agencies, but too often reporting continues after it is no longer used.

The GPRA Modernization Act requires that OMB coordinate annual agency proposals to Congress for the elimination of duplicative and outdated plans and reports.

An updated list of 407 agency proposals was published with the FY 2019 budget and made available on Performance.gov.

Milestone Summary					
Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Publish FY19 proposals	Feb 2018			OPPM	
Work with Hill to review	April/May 2018			OPPM, LegAffairs	
Agency submissions of FY20 proposals	Sept 2018			OPPM	
Publish FY20 proposals	Feb 2019			OPPM	



## Strategy 4: Reduce Unnecessary Agency Costs and Compliance Requirements

Along with requirements from OMB and other central management offices, agencies also put in place their own administrative requirements that impose burdens on their bureaus and programs, and too often these requirements are not regularly reviewed and streamlined.

In addition, individual programs can have processes and organizational structures that have not been optimized for efficiency, requiring costs to be diverted from mission delivery and sometimes imposing costs on the public.

Major Federal Agencies are undertaking their own burden reduction efforts, and will regularly report on progress.

Milestone Summary					
Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Guidance to agencies on setting agency burden-reduction targets	Q3 FY18			OMB, HUD	
Initial Agency Targets	Q4 FY18				
First Progress Update	FY 2019				
Quarterly Progress Updates	FY 2019				





## **Supporting Strategy: Create Ongoing Accountability, Incentives, and Capabilities for Reducing Burden**

This Administration is prioritizing the burden-reduction effort, but for long-term change to occur, a system of accountability and incentives for reducing administrative and legislative burden must be put in place.

OMB intends to provide burden estimates for new management guidance, with the goal that OMB guidance annually will meet a goal of “no new net burden.”

OMB intends to develop an annual award for agency efforts to eliminate low-value and burdensome administrative requirements.

OMB intends to estimate the burden on Federal Agencies of proposed management-related legislation in Congress.

OMB intends to develop and implement capabilities for reducing burden, to include integrated information storage and sharing technologies and automation software.

<b>Milestone Summary</b>					
<b>Key Milestones</b>	<b>Milestone Due Date</b>	<b>Milestone Status</b>	<b>Change from last quarter</b>	<b>Owner</b>	<b>Anticipated Barriers or other Issues Related to Milestone Completion</b>
Develop burden-estimation methodology for new OMB guidance	Q3 FY18			OPPM	
Begin publishing burden estimates	Q1 FY19			OPPM	
Begin providing burden estimates for proposed legislation	Q2 FY19			OPPM	
First annual report on “net burden”	Q1 FY20			OPPM	





## Key Indicators

Federal Agencies will be asked to set their own targets for evaluating and reducing the burden of agency-implemented administrative requirements, regulations, and internal reporting obligations.

OMB will develop a burden-estimate methodology for evaluating the burden of new guidance and requirements prior to central-management offices issuing guidance to Federal Agencies.