



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

### Goal Leaders:

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## 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. The objective will be to achieve no new net burden annually.



## Challenge

Agencies must comply with hundreds of legacy operating 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Time, energy, and dollars spent performing repetitive administrative tasks and complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.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

Federal Agencies can identify and streamline operational processes to improve the pursuit of mission outcomes and increase the effectiveness and efficiency of government.

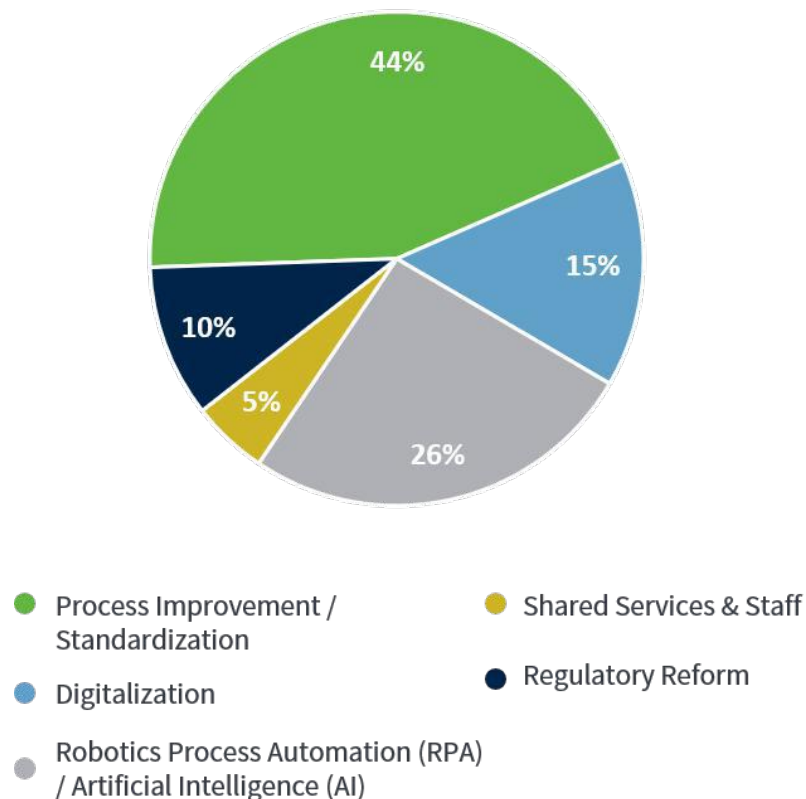


## Summary of Progress in Q4

OMB published the leaner government report in October 2019 that includes updates from 24 federal agencies on more than 100 initiatives. These initiatives included more than 50 focused on process improvement and standardization, approximately 30 using robotics process automation (RPA), artificial intelligence (AI), and/or other innovative software, and nearly 20 focused on the digitalization of process within a agency. Collectively, this represents billions of dollars in realized and anticipated savings and hundreds of thousands of Full-Time Employee (FTE) hours shifted to higher-value work. The agency updates contained in this report summarize activities from the start of the new Administration to March 31, 2019 and as agencies move towards a leaner government for the American People. Full report can be accessed at [Performance.gov](https://www.performance.gov/burden-reduction/).

<https://www.performance.gov/burden-reduction/>

### Breakdown of Burden Reduction Initiatives





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## Goal Team:

### **Department of Housing and Urban Development, HUD**

Senior Lead     Angie Scott

Team Lead     Max Bing-Grant

Team Lead     Aitza Maldonado-Martich

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

Senior Lead     Mark Bussow

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## RPA Focus Area Leads:

Gerard Badorrek, GSA

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# Goal Structure

Reduce Burden and Shift Resources to High-Value Work



**STRATEGY 1:**

Reduce Unnecessary Agency  
Costs and Compliance  
Requirements



**STRATEGY 2:**

Eliminate Outdated  
Reporting Requirements



**STRATEGY 3: FOCUS AREA**

Accelerate Robotics Process  
Automation (RPA) Adoption

Note: This strategy has been updated to reflect actions taken, promote increased action across Federal agencies, and add a new focus areas for 2020: Robotics Process Automation (RPA)



## Strategy 1: Reduce Unnecessary Agency Costs and Compliance Requirements

Agencies often have legacy administrative requirements that impose burdens on their bureaus and programs. Too often these requirements are not regularly reviewed and streamlined. Individual programs may also have processes and organizational structures that have not been optimized for efficiency. Such inefficiencies may require costs to be diverted from mission delivery while reducing the level services provided to the public.

Major Federal Agencies will undertake their own burden reduction efforts. Agencies will strategically communicate best practices and success stories to ensure only the most effective streamlining efforts are emulated across government.

Milestone Summary					
Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
1 <sup>st</sup> Semi-Annual Leaner Government Report	End of 2 <sup>nd</sup> Quarter of FY19	On track	Completed	OMB, Federal Agencies	
2 <sup>nd</sup> Semi-Annual Leaner Government Report	End of 4 <sup>th</sup> Quarter of FY19	On track	Canceled	OMB, Federal Agencies	The 2 <sup>nd</sup> report has been canceled given the 1 <sup>st</sup> report was published on October 2019.
3 <sup>rd</sup> Semi-Annual Leaner Government Report	End of 2 <sup>nd</sup> Quarter of FY20	On track	Initiated	OMB, Federal Agencies	
4 <sup>th</sup> Semi-Annual Leaner Government Report	End of 4 <sup>th</sup> Quarter of FY20	On track	Initiated	OMB, Federal Agencies	





## Strategy 2: Eliminate Outdated 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 more than 470 agency proposals was published with the FY 2020 budget and made available on [Performance.gov](https://www.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
Report provided to Congress	2 <sup>nd</sup> Quarter of FY20	In progress	N/A	OMB	
Update annual Agencies' Report for Congress	1 <sup>st</sup> Quarter of FY20	In progress	N/A	OMB	



## Strategy 3: FOCUS AREA - Accelerate Robotics Process Automation (RPA) Adoption

To further accelerate efforts and support agencies as they develop their own action plans, the HUD and OMB CAP Goal team have selected a focus area for FY19: Robotics Process Automation (RPA). GSA and OPM have also agreed to play a leadership role accelerating the government-wide adoption of RPA, building on their existing work standing up the RPA Federal Community of Practice.

Agencies facing budget constraints and limited resources to deliver mission-critical activities benefit greatly from robotics process automation (RPA), which employs “bots” to automate and standardize repeatable business processes. RPA increases the efficiency of existing operations so that more can be done with current resources, allowing agencies to shift staff from low-value to high-value work, improve business processes, transform culture, and improve morale.

Key Milestones	Milestones Due Date	Milestone Status	Owner	Anticipated Barriers to Milestone Completion
Establish a RPA Federal Community of Practice (COP) to share information, technical options, and best practices to accelerate RPA deployment and maturity across Federal agencies.	Completed	COP established with over 500 federal employees as members 12 practice areas established with volunteer government leaders for each.	GSA	
Establish an approach for enhancing government & industry collaboration to advance RPA and leverage industry resources and engagement.	Ongoing	IRS/GSA/OPM sponsoring RPA Industry Day - scheduled for 9/3/2019 with 300+ attendees currently signed up.	GSA, RPA COP	
Develop and maintain government-wide reporting on key RPA activity and value metrics.	Q2 FY20	Under review by GSA and the RPA COP	GSA, RPA COP	
Establish a single venue for government-wide collaboration and sharing of RPA educational material, documentation, and best use cases.	TBD - FY20	Approach under assessment by GSA and RPA COP	GSA, DOD	Resources yet to be identified
Devise common Federal IT standards for credentialing, privacy, and ATO to expedite RPA adoption Government-wide. Recommendation will be provided to federal CIO for adoption.	TBD - FY20	Under review by GSA and the RPA COP	GSA, RPA COP, Federal CIO	Resources yet to be identified







## Key Indicators

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