Shifting From Low-Value to High-Value Work

Goal Leaders:

Brian Montgomery, Acting Deputy Secretary, Department of Housing and Urban Development

Ralph Gaines , Chief Operations Officer, Department of Housing and Urban Development

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Time, energy, and dollars spent performing repetitive administrative tasks and complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.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

- Published Burden Reduction FY 2020 Report by Agency in accordance with M-17-26, Reducing Burden for Federal Agencies by Rescinding and Modifying OMB Memoranda. Agencies identified 473 reports for elimination, repeating 360 reports from 2018's list and adding 113 new reports.

- Provided guidance on reporting on agency internal burden reduction efforts in accordance with M-18-23, Shifting From Low-Value to High-Value Work. Agencies to submit their reports in Q3 of FY2019.

Goal Leaders:

Peter Warren, Associate Director for Performance and Personnel Management, OMB
Dustin Brown, Deputy Assistant Director for Management, OMB
Brian Montgomery, Acting Deputy Secretary, HUD *(Goal Lead)*
Ralph Gaines, Chief Operating Officer, HUD *(Deputy Goal Leader)*

Goal Team:

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

Senior Lead	Mark Bussow
Team Leads	Yaropolk T. Kulchyckyj, Adam Lipton
Partners	PIC, OPM, GSA

Office of Federal Chief Information Officer (OFCIO), OMB

Senior Lead	Margie Graves
Team Leads	Malissa Levesque, Bill Hunt
Partners	CIO Council

Office of Federal Financial Management (OFFM), OMB

Senior Lead	Regina Kearney
Team Lead	Michael Landry
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, and Increase High-Value Work

SUPPORTING STRATEGY:
Create Ongoing Accountability, Incentives, and Capabilities for Reducing Burden

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	Q3 FY2018	complete	complete	OMB	
Revisions to Circular A-11 to reduce burden on agencies and improve outcomes	Q3 FY2018	complete	complete	OMB	
Develop burden-estimate methodology for issuing new guidance to agencies	Q3 FY2019	on track	delayed due date	OMB	Milestone due date adjusted from Q2 to Q3 due to the lapse in appropriations and development is taking longer

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 proof of concept for streamlining SES certification	Q3 FY2018	on track	Delayed due date	OPM	Milestone due date adjusted from Q2 to Q3 due to the lapse in appropriations
Rescinding outdated guidance to Federal Agencies	Q2-3 FY2018	complete	complete	OMB	
Eliminate burdensome data-collection requirements for agencies	FY2018-19	on track	no change	OPM, GSA	

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	Q2 FY2018	Complete; 407 proposals published on Performance.gov	Complete	OPPM	
Work with Hill to review	Q3 FY2018	on track	no change	OPPM, OMB Leg Affairs	finding a sponsor in Congress to introduce a bill acting on proposals
Agency submissions of FY20 proposals	Q2 FY2018	Complete	complete	OPPM	N/A
Publish FY20 proposals	Q2 FY2019	Complete; More than 470 proposals published	complete	OPPM	N/A

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
Initial guidance to agencies on CAP-goal initiatives/updates	Q3 FY2018	complete	complete	OMB	
Resources for Agencies on MAX Community Page	Q4 FY2018	complete	complete	OMB, HUD	
First Progress Updates	Q3 FY2019	on track	Delayed due date	OMB, Federal Agencies	Milestone due date adjusted from Q2 to Q3 due to the government shutdown and lapse in government funding
Regular Progress Updates	FY2019-20	on track	No change	OMB, Federal Agencies	

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.

Milestone Summary					
Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Develop burden-estimation methodology for new OMB guidance	Q2 FY2019	on track	No Change	OPPM	Development taking longer than expected
Begin publishing burden estimates	Q3 FY2019	on track	No change	OPPM	date may push depending on timing of pilot process and results
Begin providing burden estimates for proposed legislation	Q3 FY2019	on track	No change	OPPM	date may push depending on timing of pilot process and results
First annual report on "net burden"	Q1 FY2020	on track	No change	OPPM	

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.