



## 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

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Time, energy, and dollars spent performing repetitive administrative tasks and complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.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



## Goal Leaders:

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

**Peter Warren**, Associate Director for Performance and Personnel Management, OMB

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

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## 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     Malissa Levesque, Bill Hunt

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

Senior Lead     Tim Soltis

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, and  
Increase High-Value  
Work



**SUPPORTING STRATEGY:**

Create Ongoing Accountability, Incentives, and Capabilities for Reducing Burden



On August 27, 2018, OMB issued Memorandum M-18-23, *Shifting From Low-Value to High-Value Work*, providing guidance to Federal agencies regarding this CAP Goal, summarizing ongoing central-management efforts to reduce the burden of compliance and reporting for Federal agencies, and rescinding 45 obsolete/unnecessary guidance documents.

M-18-23 is the successor to M-17-26, *Reducing Burden for Federal Agencies by Rescinding and Modifying OMB Memoranda*, which lifted 59 redundant, obsolete or unnecessary requirements from all Federal agencies. M-18-23 continues OMB's commitment to “identify low-value, duplicative, and obsolete activities that can be ended.” (M-17-26).





## 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	June 2018	complete	M-18-23 issued on 8/27	OMB	
Revisions to Circular A-11 to reduce burden on agencies and improve outcomes	May 2018	complete	complete	OMB	
Develop burden-estimate methodology for issuing new guidance to agencies	Q4 FY18	at risk	initiated pilot test process	OMB	development will take longer than expected



## 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 proof of concept for streamlining SES certification	FY2018	on track		OPM	
Rescinding outdated guidance to Federal Agencies	Q2-3 FY18	complete	completed with issuance of M-18-23	OMB	
Eliminate burdensome data-collection requirements for agencies	FY2018-19	on track; (OPM assessment of current data-collection to be completed in FY19)		OPM, 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	complete; 407 proposals published on Performance.gov		OPPM	
Work with Hill to review	April/May 2018	missed	this effort is part of PMA legislative agenda	OPPM, OMB Leg Affairs	finding a sponsor in Congress to introduce a bill acting on proposals
Agency submissions of FY20 proposals	Sept 2018			OPPM	
Publish FY20 proposals	Feb 2019			OPPM	





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.



## Strategy 4: Reduce Unnecessary Agency Costs and Compliance Requirements, and Increase High-Value Work

### 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	June 2018	complete	issued M-18-23	OMB	
Resources for Agencies on MAX Community Page	July 2018	complete	established CAP Goal 6 agency-resource web page	OMB, HUD	
First Progress Updates	Q2 2019	on track	developing data-collection platform	OMB, Federal Agencies	
Regular Progress Updates	FY 2019-20	on track	developing data-collection platform	OMB, Federal Agencies	



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.



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

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	Q4 FY18	at risk	initiated pilot to test process based on research	OPPM	development will take longer than expected
Begin publishing burden estimates	Q3 FY19		date adjusted	OPPM	date may push depending on timing of pilot process and results
Begin providing burden estimates for proposed legislation	Q3 FY19		date adjusted	OPPM	date may push depending on timing of pilot process and results
First annual report on “net burden”	Q1 FY20			OPPM	



## Contributing Programs

Department of Housing and Urban Development

Office of Personnel Management

General Services Administration

24 CFO Act agencies

Chief Acquisitions Officers Council

Chief Financial Officers Council

Chief Information Officers Council

President's Management Council

Office of Shared Solutions and Performance Improvement



## Key Indicators

Federal Agencies will provide regular updates on their efforts to reduce 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.