PRESIDENT'S MANAGEMENT AGENDA

CAP Goal Action Plan

Shifting From Low-Value to High-Value Work

Goal Leaders:

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

Ralph Gaines , Chief Strategy Officer, 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

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Overview

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Time, energy, and dollars spent performing repetitive administrative tasks and complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.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 Q3

During Q3 all major 24 federal agencies reported more than 130 initiatives with the goal of shifting low-value to high-value work. These initiatives include more than 50 focused on process improvement and standardization, approximately 35 using robotics process automation (RPA), artificial intelligence (AI), and/or other innovative software, and 20 focused on the digitalization of process within an agency. A separate, comprehensive report is scheduled to be released on www.Performance.gov during the first quarter of FY 2020.

This collective report will represent 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 upcoming report summarizes activities from the start of the new Administration to March 31, 2019.

Leadership

Goal Leaders:

Brian Montgomery, Acting Deputy Secretary, HUD
Ralph Gaines, Chief Strategy Officer, HUD
Peter Warren, Associate Director for Performance and Personnel Management, OMB
Dustin Brown, Deputy Assistant Director for Management, OMB

Goal Team:

Department of Housing and Urban Development, HUD

Senior Lead	Angie Scott
Team Lead	Max Bing-Grant

Office of Performance and Personnel Management (OPPM), OMB

Senior Lead	Mark Bussow
Team Lead	Yaropolk T. Kulchyckyj

RPA Focus Area Leads:

Gerard Badorrek, GSA
Edward Burrows, GSA
Veronica Villalobos, OPM

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
1st Semi-Annual Leaner Government Report	End of 2nd Quarter of FY19	On track	Completed	OMB, Federal Agencies	
2nd Semi-Annual Leaner Government Report	End of 4th Quarter of FY19	On track	Initiated	OMB, Federal Agencies	
3rd Semi-Annual Leaner Government Report	End of 2nd Quarter of FY20	On track	Initiated	OMB, Federal Agencies	
4th Semi-Annual Leaner Government Report	End of 4th 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.

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	2nd Quarter of FY19	Completed	N/A	OMB	
Update annual Agencies' Report for Congress	1st Quarter of FY20	To be initiated	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.	Q4 FY19	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.