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Time, energy, and dollars spent performing repetitive administrative tasks and complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.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

- Proposals for eliminating 407 unnecessary or duplicative plans and reports were published with the release of the FY 2019 budget.

- These reporting requirements represent tens of thousands of hours of federal-employee time that can be shifted to the pursuit of mission objectives.

- The list is the result of agency review and resubmission of 201 proposals previously published in 2012, 2014, and 2016, in addition to 206 new proposals identified this year.

- Examples include:

  - The E-Government Act Implementation Annual Report to Congress represents 36 hours per agency and 150 hours for OMB, while full agency descriptions of compliance with each provision of the Act are already available to Congress on the Federal IT Dashboard.

  - The US Digital Services Quarterly Report diverts staff from core mission activities to fulfill quarterly reporting, which USDS conservatively estimates at 256 labor hours per quarter. Significant developments and updates to USDS projects correlate better to annual reporting.

  - The Plain Writing Act imposes a burdensome compliance and reporting regime on agencies that requires shifting Federal employees away from mission-critical work to perform redundant and unnecessary tasks.

Goal Leaders:

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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

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	June 2018	date change	pushed 1 month due to clearance timing	OMB	
Revisions to Circular A-11 to reduce burden on agencies and improve outcomes	May 2018	on schedule		OMB	
Develop burden-estimate methodology for issuing new guidance to agencies	Q4 FY18	in progress		OMB	

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	in progress		OPM	
Rescinding outdated guidance to Federal Agencies	Q2-3 FY18	target release June 2018		OMB	
Eliminate burdensome data-collection requirements for agencies	FY2018-19	ongoing; (OPM assessment of current data-collection to be completed in FY19)		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	Feb 2018	complete; 407 proposals published on Performance.gov		OPPM	
Work with Hill to review	April/May 2018	in progress	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.

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 burden-reduction efforts/updates	June 2018	date change	pushed 1 month due to clearance timing	OMB	
Resources for Agencies on MAX Community Page	July 2018	in development; on schedule	new	OMB, HUD	
First Progress Update	Q2 2019			OMB, Federal Agencies	
Regular Progress Updates	FY 2019-20			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.

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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	in progress	first round of research completed	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	

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.