



## Results Oriented Accountability for Grants

### Goal Leaders

**Doug Webster**, Chief Financial Officer, Department of Education

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## Goal Statement

- Maximize the value of grant funding by applying a risk-based, data-driven framework that balances compliance requirements with demonstrating successful results for the American taxpayer.



## Challenge

- The Federal government uses grants to invest approximately \$700 billion each year in mission-critical needs for American taxpayers, but managers report spending 40% of their time using antiquated processes to monitor compliance instead of analyzing data to improve results.



## Opportunity

- Identify, open, standardize, and link critical data sets to power data analytics to enhance financial stewardship, performance management, and accountability. Use digital tools to modernize antiquated compliance processes. Leverage available data such as those produced by annual audits of recipients to drive a risk-based framework for performance management that drives results.



## Strategy 1: Standardize Data

Identify, open, standardize, and link critical data sets to power analytics to enhance financial stewardship, performance management, and accountability.

## Strategy 2: Digital Tools to Manage Risk

Use digital tools to modernize antiquated form-based compliance processes to assess and manage risk.

## Strategy 3: Risk-Based Performance Management

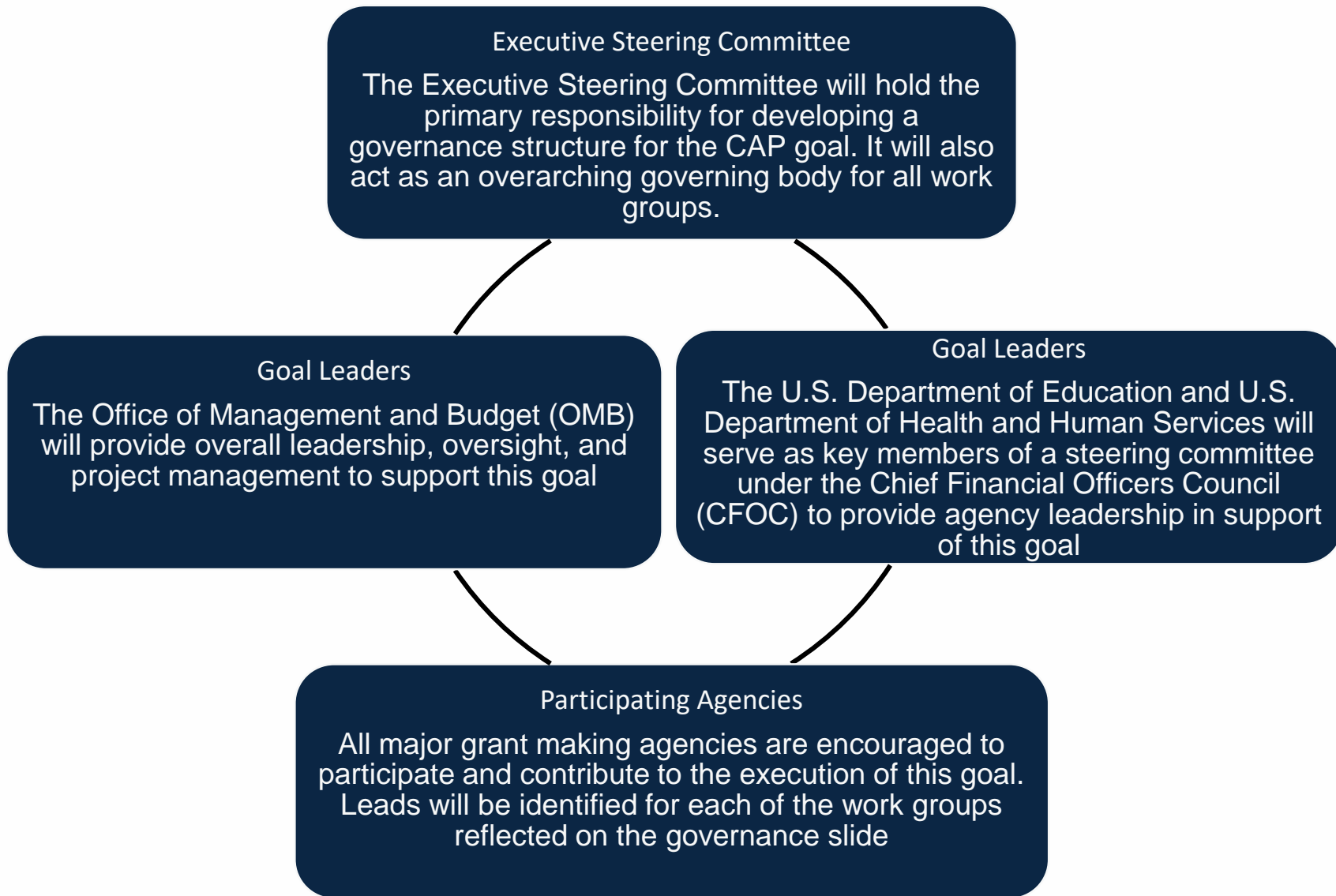
Leverage existing data such as those produced by annual audits of recipients to drive a risk-based framework for performance management that drives results.

**Better  
Results**





## Leadership





**EXECUTIVE STEERING COMMITTEE (ESC)**  
Doug Webster, ED | Sheila Conley, HHS | Fred Nutt, OMB

**STANDARDIZE DATA**

Grants Management Data Standards Working Group

**LEVERAGE EXISTING DATA SOURCES & PROCESSES**

SINGLE AUDIT AND RISK MANAGEMENT CAPABILITIES	COMPLIANCE SUPPLEMENT
Single Audit Working Group	Working Group: <ul style="list-style-type: none"> <li>• Compliance Supplement teams</li> </ul>

**RISK MANAGEMENT FRAMEWORK**

Risk Management Framework Working Group

**RISK-BASED PERFORMANCE MANAGEMENT**

Risk-Based Performance Management Working Group





## Strategy 1: Standardize Data

This strategy recognizes that recipient burden (such as excessive compliance requirements) can be reduced if grant reporting data is standardized and access to and collection of data is digitized. Data standardization also supports faster and more transparent decision making. This work will leverage the Federal Integrated Business Framework (FIBF) model developed by the GSA Unified Shared Services Management office to develop a comprehensive taxonomy for core grants management data standards.

This strategy supports the Improving the Efficiency and Effectiveness of Administrative Services Across Government and Leveraging Data as a Strategic Asset CAP Goals.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Leverage Federal Integrated Business Framework (FIBF) to develop comprehensive map of core capabilities for grants management	Q3FY2017	Completed		CFOC	
Based on FIBF capabilities, standardize data elements to inform comprehensive taxonomy for core grants management data standards	Q4FY2018	In progress		CFOC	“Core data elements” means data elements that are not program-specific in nature and are required by a significant number of agencies for grant management purposes.
Develop plan for outreach, governance, and maintenance of data taxonomy	Q4FY2018			CFOC	
Develop and execute long-term plan for implementing data standards government-wide	TBD			CFOC	Long-term plan will inform timing and establishment of future milestones





## Strategy 2: Digital Tools to Manage Risk

The Federal government has a tremendous amount of data that may be leveraged to identify opportunities and better manage risk, but that data is currently locked in an antiquated process, and driving burdensome compliance exercises. Using digital tools to modernize the process, unlocking the data to power enterprise-based risk management, and focusing in on high-risk compliance requirements could dramatically reduce burden for agencies and recipients. Powerful data and analytics based on risk could set the stage for a risk-based performance management framework in Strategy 3.

This strategy supports the Improving the Efficiency and Effectiveness of Administrative Services Across Government and Modernizing IT to Increase Productivity and Security CAP Goals.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Develop draft business capabilities for single audit resolution common solution	Q3FY2018	In progress		CFOC	
Draft risk management framework.	Q3FY2018			CFOC	This will require an accelerated effort from Federal awarding agencies to reach consensus on risk management framework.
Develop draft business capabilities for risk management tool	Q4FY2019			CFOC	
Deploy single audit resolution common solution, iterate to include risk management tool	TBD			CFOC	Will have additional details on the timing of future single audit resolution common solution once the business capabilities are developed.





## Strategy 3: Risk-Based Performance Management

A comprehensive risk management tool for determining Federal funding awards that are low-risk and high value must include consideration of past performance results, financial risk, and an applicant's capabilities to deliver the proposed results. In order to do this, agencies need to have ready access to performance data and have the data infrastructure to include performance in risk modeling. The recent updated guidance on grants included requirements for performance reporting in grants, however there is much more that can be done to identify practices and data tools to enable agencies to incorporate performance into their grant award operations. This strategy includes an assessment of current capabilities, piloting promising strategies, and developing a framework so that other agencies can leverage these practices. This strategy also supports the Moving from Low-value to High-value Work CAP Goal.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Issue 2018 'skinny' Single Audit Compliance Supplement	Q3FY2018	In Progress		OMB	2018 'skinny' supplement will allow for additional time and resources to be dedicated to effort to streamline the 2019 Single Audit Compliance Supplement
Conduct survey and follow-up interviews to document practices and data assets in grant performance management, and identify forward-thinking agencies with risk management models that tie in performance	TBD			OMB	This will require close collaboration between program, performance, grants, and CFO offices within agency
Select programs to pilot flexibilities in agencies with strong risk management that ties in performance	TBD			Agencies	To conduct pilots, agencies may first need to develop enhanced risk management models from Strategy 2 that tie in performance management
Streamline 2019 Single Audit Compliance Supplement with an increased focus on compliance requirements that inform performance	Q2FY2019			OMB	
Codify, replicate, and scale lessons learned from pilot to establish risk-based performance management framework and develop maturity model to guide agency adoption	TBD			OMB, CFOC	
Revise OMB Guidance for risk-based performance management	TBD			OMB	





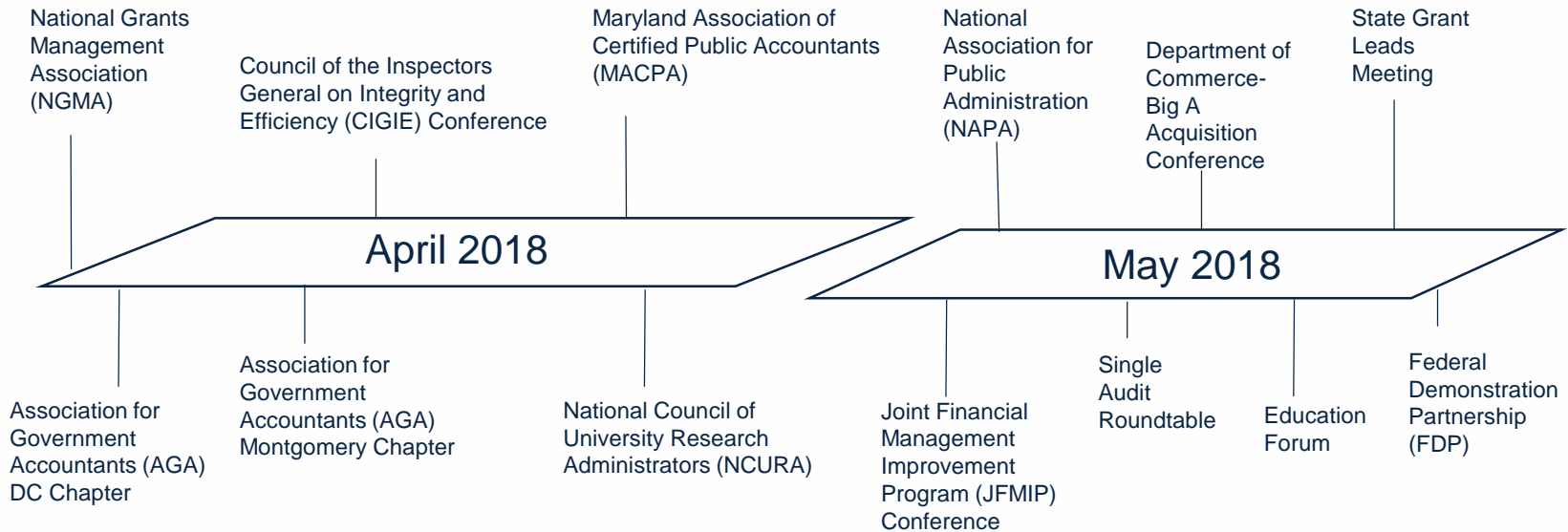


## Results Oriented Accountability for Grants Progress Summary

### Key Milestones- Quarter 2

- ◆ Established the governance structure for the CAP goal to formalize the work group structure.
- ◆ Published core capabilities that will inform the data standards. <https://www.ussm.gov/fibf-gm/>
- ◆ Engaged agencies for work group participants and leads through outreach.
- ◆ Developed a community of practice website focused on the CAP goal to provide outreach to the grants community.
- ◆ Planned and scheduled work group kick-off meetings. This effort is ongoing and will continue into the third quarter.

### PMA Outreach Engagements





**This initiative will require extensive engagement with key grants management stakeholders, including the following internal and external communities:**

Federal  
Awarding  
Agencies

Recipients

Taxpayers

Congress

Oversight  
Community

Software  
Providers

**Stakeholders are integral to the success of this effort. Goal leaders are reaching stakeholders through various events throughout the community to learn from best practices.**

**Stakeholders are encouraged to visit the Results Oriented Accountability for Grants community of practice site for valuable information on the initiative:**

**<https://digital.gov/communities/grants/>**

**A formal stakeholder outreach strategy is forthcoming and will be posted to the Grants community of practice page.**





Indicators will be developed to monitor progress towards standardizing data; leveraging digital tools and streamlining requirements to reduce recipient and agency burden; and improved risk-based performance management. Such as:

- Number of agency OMB approved information collection requests for grants reporting
- Number of recipient burden hours attributed to agency information collection requests
- Use of self-assessment data, such as percentage of Federal agency and recipient time dedicated to administrative and financial compliance requirements as compared to analyzing data to monitor results

