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

**Dustin Brown**, Deputy Assistant Director for Management, Office of Management and Budget
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, 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Time, energy, and dollars spent performing repetitive administrative tasks and complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.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.
• 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.

• This 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)

• A corresponding agency-resource web page for CAP Goal 6, Shifting to High-Value Work, is now live.
Leadership

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
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 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
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

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Owner</th>
<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>OMB memorandum rescinding/modifying outdated guidance to Federal Agencies</td>
<td>June 2018</td>
<td>complete</td>
<td>M-18-23 issued on 8/27</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Revisions to Circular A-11 to reduce burden on agencies and improve outcomes</td>
<td>May 2018</td>
<td>complete</td>
<td>complete</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Develop burden-estimate methodology for issuing new guidance to agencies</td>
<td>Q2 FY19</td>
<td>in progress</td>
<td>initiated pilot test process</td>
<td>OMB</td>
<td>Development taking longer than expected</td>
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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.

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<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
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<tr>
<td>OPM proof of concept for streamlining SES certification</td>
<td>FY2018</td>
<td>in progress</td>
<td></td>
<td>OPM</td>
<td></td>
</tr>
<tr>
<td>Rescinding outdated guidance to Federal Agencies</td>
<td>Q2-3 FY18</td>
<td>complete</td>
<td>completed with issuance of M-18-23</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Eliminate burdensome data-collection requirements for agencies</td>
<td>FY2018-19</td>
<td>ongoing; (OPM assessment of current data-collection to be completed in FY19)</td>
<td></td>
<td>OPM, GSA</td>
<td></td>
</tr>
</tbody>
</table>
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.

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<tbody>
<tr>
<td>Publish FY19 proposals</td>
<td>Feb 2018</td>
<td>complete; 407 proposals published on Performance.gov</td>
<td></td>
<td>OPPM</td>
<td></td>
</tr>
<tr>
<td>Work with Hill to review</td>
<td>April/May 2018</td>
<td>in progress</td>
<td>this effort is part of PMA legislative agenda</td>
<td>OPPM, OMB Leg Affairs</td>
<td>finding a sponsor in Congress to introduce a bill acting on proposals</td>
</tr>
<tr>
<td>Agency submissions of FY20 proposals</td>
<td>Dec 2018</td>
<td>On target</td>
<td></td>
<td>OPPM</td>
<td></td>
</tr>
<tr>
<td>Publish FY20 proposals</td>
<td>Feb 2019</td>
<td>On target</td>
<td></td>
<td>OPPM</td>
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Strategy 4: Reduce Unnecessary Agency Costs and Compliance Requirements, and Increase High-Value Work

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.

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<tr>
<td>Initial guidance to agencies on CAP-goal initiatives/updates</td>
<td>June 2018</td>
<td>complete</td>
<td>issued M-18-23</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Resources for Agencies on MAX Community Page</td>
<td>July 2018</td>
<td>complete</td>
<td>established CAP Goal 6 agency-resource web page</td>
<td>OMB, HUD</td>
<td></td>
</tr>
<tr>
<td>First Progress Updates</td>
<td>Q2 2019</td>
<td>in development</td>
<td>developing data-collection platform</td>
<td>OMB, Federal Agencies</td>
<td></td>
</tr>
<tr>
<td>Regular Progress Updates</td>
<td>FY 2019-20</td>
<td>in development</td>
<td>developing data-collection platform</td>
<td>OMB, Federal Agencies</td>
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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.

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<tr>
<td>Develop burden-estimation methodology for new OMB guidance</td>
<td>Q2 FY19</td>
<td>in progress</td>
<td>initiated pilot to test process based on research</td>
<td>OPPM</td>
<td>Development taking longer than expected</td>
</tr>
<tr>
<td>Begin publishing burden estimates</td>
<td>Q3 FY19</td>
<td>date adjusted</td>
<td></td>
<td>OPPM</td>
<td>date may push depending on timing of pilot process and results</td>
</tr>
<tr>
<td>Begin providing burden estimates for proposed legislation</td>
<td>Q3 FY19</td>
<td>date adjusted</td>
<td></td>
<td>OPPM</td>
<td>date may push depending on timing of pilot process and results</td>
</tr>
<tr>
<td>First annual report on “net burden”</td>
<td>Q1 FY20</td>
<td></td>
<td></td>
<td>OPPM</td>
<td></td>
</tr>
</tbody>
</table>
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.