Shifting From Low-Value to High-Value Work

Goal Leaders:

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

Ralph Gaines, Chief Operations 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
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Time, energy, and dollars spent performing repetitive administrative tasks and complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.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.
• Published Burden Reduction FY 2020 Report by Agency in accordance with M-17-26, Reducing Burden for Federal Agencies by Rescinding and Modifying OMB Memoranda. Agencies identified 473 reports for elimination, repeating 360 reports from 2018’s list and adding 113 new reports.

• Provided guidance on reporting on agency internal burden reduction efforts in accordance with M-18-23, Shifting From Low-Value to High-Value Work. Agencies to submit their reports in Q3 of FY2019.
**Goal Leaders:**

Peter Warren, Associate Director for Performance and Personnel Management, OMB  
Dustin Brown, Deputy Assistant Director for Management, OMB  
Brian Montgomery, Acting Deputy Secretary, HUD *(Goal Lead)*  
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  
Michael Landry  
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
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.

<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>Q3 FY2018</td>
<td>complete</td>
<td>complete</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Revisions to Circular A-11 to reduce burden on agencies and improve outcomes</td>
<td>Q3 FY2018</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>Q3 FY2019</td>
<td>on track</td>
<td>delayed due date</td>
<td>OMB</td>
<td>Milestone due date adjusted from Q2 to Q3 due to the lapse in appropriations and development is taking longer</td>
</tr>
</tbody>
</table>
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

<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>OPM proof of concept for streamlining SES certification</td>
<td>Q3 FY2018</td>
<td>on track</td>
<td>Delayed due date</td>
<td>OPM</td>
<td>Milestone due date adjusted from Q2 to Q3 due to the lapse in appropriations</td>
</tr>
<tr>
<td>Rescinding outdated guidance to Federal Agencies</td>
<td>Q2-3 FY2018</td>
<td>complete</td>
<td>complete</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Eliminate burdensome data-collection requirements for agencies</td>
<td>FY2018-19</td>
<td>on track</td>
<td>no change</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.

<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>Publish FY19 proposals</td>
<td>Q2 FY2018</td>
<td>Complete; 407 proposals published on Performance.gov</td>
<td>Complete</td>
<td>OPPM</td>
<td>Finding a sponsor in Congress to introduce a bill acting on proposals</td>
</tr>
<tr>
<td>Work with Hill to review</td>
<td>Q3 FY2018</td>
<td>on track</td>
<td>no change</td>
<td>OPPM, OMB Leg Affairs</td>
<td></td>
</tr>
<tr>
<td>Agency submissions of FY20 proposals</td>
<td>Q2 FY2018</td>
<td>Complete</td>
<td>complete</td>
<td>OPPM</td>
<td>N/A</td>
</tr>
<tr>
<td>Publish FY20 proposals</td>
<td>Q2 FY2019</td>
<td>Complete; More than 470 proposals published</td>
<td>complete</td>
<td>OPPM</td>
<td>N/A</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Milestone Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Milestones</td>
</tr>
<tr>
<td>--------------------</td>
</tr>
<tr>
<td>Initial guidance to agencies on CAP-goal initiatives/updates</td>
</tr>
<tr>
<td>Resources for Agencies on MAX Community Page</td>
</tr>
<tr>
<td>First Progress Updates</td>
</tr>
<tr>
<td>Regular Progress Updates</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Milestone Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Milestones</strong></td>
</tr>
<tr>
<td>Develop burden-estimation methodology for new OMB guidance</td>
</tr>
<tr>
<td>Begin publishing burden estimates</td>
</tr>
<tr>
<td>Begin providing burden estimates for proposed legislation</td>
</tr>
<tr>
<td>First annual report on “net burden”</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.