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

December 2019
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Time, energy, and dollars spent performing repetitive administrative tasks and complying with outdated, redundant, and unnecessary requirements can be better spent on accomplishing mission outcomes.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 Q4

OMB published the leaner government report in October 2019 that includes updates from 24 federal agencies on more than 100 initiatives. These initiatives included more than 50 focused on process improvement and standardization, approximately 30 using robotics process automation (RPA), artificial intelligence (AI), and/or other innovative software, and nearly 20 focused on the digitalization of process within a agency. Collectively, this represents 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 report summarize activities from the start of the new Administration to March 31, 2019 and as agencies move towards a leaner government for the American People. Full report can be accessed at Performance.gov.

https://www.performance.gov/burden-reduction/
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
Team Lead Aitza Maldonado-Martich

Office of Performance and Personnel Management (OPPM), OMB
Senior Lead Mark Bussow
Team Lead Anthony Garza

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)
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

<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>1st Semi-Annual Leaner Government Report</td>
<td>End of 2nd Quarter of FY19</td>
<td>On track</td>
<td>Completed</td>
<td>OMB, Federal Agencies</td>
<td></td>
</tr>
<tr>
<td>2nd Semi-Annual Leaner Government Report</td>
<td>End of 4th Quarter of FY19</td>
<td>On track</td>
<td>Canceled</td>
<td>OMB, Federal Agencies</td>
<td>The 2nd report has been canceled given the 1st report was published on October 2019.</td>
</tr>
</tbody>
</table>
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.

<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>Report provided to Congress</td>
<td>2nd Quarter of FY20</td>
<td>In progress</td>
<td>N/A</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Update annual Agencies’ Report for Congress</td>
<td>1st Quarter of FY20</td>
<td>In progress</td>
<td>N/A</td>
<td>OMB</td>
<td></td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestones Due Date</th>
<th>Milestone Status</th>
<th>Owner</th>
<th>Anticipated Barriers to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Completed</td>
<td>COP established with over 500 federal employees as members. 12 practice areas established with volunteer government leaders for each.</td>
<td>GSA</td>
<td></td>
</tr>
<tr>
<td>Establish an approach for enhancing government &amp; industry collaboration to advance RPA and leverage industry resources and engagement.</td>
<td>Ongoing</td>
<td>IRS/GSA/OPM sponsoring RPA Industry Day - scheduled for 9/3/2019 with 300+ attendees currently signed up.</td>
<td>GSA, RPA COP</td>
<td></td>
</tr>
<tr>
<td>Develop and maintain government-wide reporting on key RPA activity and value metrics.</td>
<td>Q2 FY20</td>
<td>Under review by GSA and the RPA COP</td>
<td>GSA, RPA COP</td>
<td></td>
</tr>
<tr>
<td>Establish a single venue for government-wide collaboration and sharing of RPA educational material, documentation, and best use cases.</td>
<td>TBD - FY20</td>
<td>Approach under assessment by GSA and RPA COP</td>
<td>GSA, DOD</td>
<td>Resources yet to be identified</td>
</tr>
<tr>
<td>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.</td>
<td>TBD - FY20</td>
<td>Under review by GSA and the RPA COP</td>
<td>GSA, RPA COP, Federal CIO</td>
<td>Resources yet to be identified</td>
</tr>
</tbody>
</table>
Federal Agencies will set their own targets for evaluating and reducing the burden of agency-implemented administrative requirements, regulations, and internal reporting obligations.