

Office of Strategic Planning & Management: FY 2016 Operating Plan

OSPM's vision is for the office to be a trusted resource to our internal partners and for HUD to be a model of superior performance in the federal government. OSPM will achieve its vision through practicing and advancing 1) project management discipline and best practices, 2) cross program collaboration, and 3) robust use of data to drive decision-making.





Vision for FY 2016

In FY 2016, the Transformation Division will focus on Enterprise/Strategic Planning, Process Improvement, and project accomplishment. We will do this by: 1) fostering strategic and operational planning and change management capacity throughout HUD; 2) encouraging the use of project management fundamentals; 3) supporting implementation of priority projects; and 4) enabling cross-office collaboration.

Purpose

Transformation Division will continue its internal consultant role by supporting various priority projects from a program control perspective. This will include evaluation of cost, schedule, requirements and overall performance of mission critical projects and tasks.

The Division will focus on building enterprise planning capabilities by enhancing the project management discipline and capacity across the Department by instilling project management fundamentals and providing process improvement consulting.

We will continue to evolve our tactical priority project implementation efforts and mature the process for acting on Deep Dive, Quarterly Management Reviews and HUDStat action items and Switchboard ideas, and generally affecting Department-wide EVS scores.

Scope of Work

The Transformation Division focuses on supporting strategic priorities and operational excellence across the Department by performing three functions: 1) Enterprise/Strategic Planning, 2) Process Improvement and 3) Project Accomplishment.

Enterprise/Strategic Planning

Life Cycle Cost Management

The Transformation Division will continue to formalize and institutionalize the Enterprise Life-cycle Planning capability and organization function within HUD.

Strategic Planning/Project Management

In order to comply with OMB guidelines and ensure the Department is progressing appropriately in all of our operational work, the Transformation Division will ensure that all operational objectives provide updates to the Strategic Plan and Annual Performance Plan as needed.

Transformation Division FY 2016

Milestones/Metrics

1. **Deep Dive/Project Facilitation**
 - 75% of meetings have a published agenda not later than one day prior
 - 75% of meetings have published minutes and action items not later than one day after meeting
2. **AFFH Rule Change Management**
 - Support Training Plan
 - Support Communications Plan
3. **Develop and deploy an Enterprise Process Improvement Program.**
 - Institute a formal Training program for Executives and Supervisors by end of Second Qtr, FY16.
 - Complete 5 Toyota-like Lean events at the Department level by end of fiscal year.
4. **Switchboard.**
 - 25% increase # of new ideas
 - 25% increase ratio of implemented ideas to rejected ideas
 - 40% decrease in number of instances where an idea investigator's backlog of existing ideas grew between check-ins

Process Improvement

Change Management

The Transformation Division is the focal point to develop a standard, repeatable process for managing and governing change across the Department.

Ideation

Switchboard provides HUD with a feedback mechanism to identify new projects and work streams that could be improved. Further, it helps identify accountable offices responsible to investigate and take appropriate actions.

Project Accomplishment

Facilitation and Support

The Division will provide internal consultancy and facilitate high-priority projects (Deep Dive Workstreams and projects, New Core Financial Transformation, HUD Enterprise Architecture Transition (HEAT)) by assisting in establishing milestones and quality control measures for tracking by senior leadership for Deep Dive projects. We will do this by ensuring development of meeting agenda, publishing of action item list, rigorous analysis and investigation of proposed solutions, and recognizing procedural/staff issues impeding progress and altering leadership to these issues for resolution. Additionally, we will support other HUD program offices in the use of the PMBOK, FAC-PM, LSS and Toyota Lean disciplines.

Surveys

The team assists with the development, administration, and analysis of surveys in order to help offices collect key data needed to make informed decisions, including the monthly Pulse Survey, used to track progress towards improvement in key HUD projects and initiatives. Moreover, when Employee Viewpoint Survey results are received, the team is responsible for data analysis and assists in action planning to address shortfalls.

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Performance Management Division



Purpose and Scope of Work

The Performance Management Division comprises three interrelated projects, each of which plays an important role in supporting the agency's performance management activities.

In order to ensure that the agency makes progress towards its priority goals, the Division prepares and executes the **HUDStat** quarterly Agency Priority Goal (APG) review meetings and annual strategic review meetings, as well as following up on post-meeting action items. A secondary objective of HUDStat is to develop new performance measures for inclusion in the Department's Annual Performance Plan (APP), particularly outcome metrics.

The Division runs the Department's **Performance Planning and Reporting Process** - facilitating the development of the agency's major performance documents (the Strategic Plan, the Annual Performance Plan, and Annual Performance Report); managing reporting to the government-wide website *performance.gov* for public reporting; and representing HUD to OMB and the Performance Improvement Council (PIC).

Finally, the Division contributes to the Department's **Data Management Policies and Procedures**. Historically, this has been through development and utilization of the HUDStat Business Intelligence (BI) tool which is designed to facilitate agency-wide data-driven decision-making by providing customizable views of performance data to the entire Department.

Vision for FY 2016

In FY 2016, the Performance Management Division aims to 1) ensure that the agency makes progress towards its priority goals 2) strengthen the Department's Annual Performance Plan by using the HUDStat process to identify additional performance measures, particularly outcome metrics; 3) instill the value of the performance planning and reporting process across the Department, as evidenced by timely submission of performance documents; and 4) shape the direction the Department is headed with regard to data management for the next several years by developing a multi-year roadmap for master data management and business intelligence. Finally, the division will serve as consultants for internal partners on projects requiring facilitation of data-driven decision-making such as the Department's Quarterly Management Review process, field operating plan process, and other projects that arise.

Team Capacity Building

Team capacity will be strengthened over the course of FY 2016 as follows:

- Each analyst will pro-actively develop substantive expertise in relevant components of our strategic objectives, including program basics, policy context, and emerging issues (pending regulations, IG findings, etc.)

Performance Management Division FY 2015

Milestones

- **Milestone:** Submit completed APP & APR to OMB. *Planned Completion Date: 1/31/2016*
- **Milestone:** Submit completed Strategic Review Summary of Findings to OMB. *Planned Completion Date: 5/15/2016*
- **Milestone:** Develop multi-year Department Roadmap for Master Data Management and Business Intelligence. *Planned Completion Date: 9/30/2016*

Metrics

- **Metric:** Number of new performance measures (metrics and milestones) in APP. *Target: 44*
- **Metric:** Number of outcome metrics in APP. *Target: 32 (a 19% increase)*
- **Metric:** Number of OMB questions/comments on APP & APR. *Target: 45 (a 36% reduction)*
- **Metric:** Percentage of delayed quarterly APG submissions to performance.gov. *Target: <20%*

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- Analysts who are not leads for strategic goals or Agency Priority Goals will develop and expand expertise in industry-leading practices for performance management, business intelligence and analysis, data transparency, strategic planning, and other subjects related to their project portfolio.



Purpose and Scope of Work

The Grants Management & Oversight Division will increase its effectiveness in providing oversight of HUD's competitive grant portfolio, including policy development and implementation, standardizing and streamlining procedures, and implementing agency-level performance reporting. The Division will continue active participation in inter- and intra-departmental efforts related to data transparency and accountability.

Vision for FY 2016

In FY 2016, the Grants Management & Oversight Division will:

- 1) Increase the use of the HHS shared service for application review and rating;
- 2) Pilot the use of the shared service for awarding and obligating funds;
- 3) Maintain active communication platforms, including AskGMO sessions and email, GMO Home (SharePoint site), and the development of online training modules for effective NOFA writing, scoring and rating, and using the Announcement Module;
- 4) Lead efforts to operationalize 2CFR Part 200 requirements, especially for indirect cost rates and risk assessment framework;
- 5) Establish Core Performance Reporting;
- 6) Develop SOPs; and
- 7) Continue efforts to optimize GMO staffing level.

Team Capacity Building

FY16 will be a transition year for GMO. The expansion of GrantSolutions functionality and the launch of online training for NOFA writing, application rating, and Announcement Module provides an opportunity for staff to assume more responsibility for establishing review criteria in ARM and supplemental training for NOFA drafters. At the same time, GMO will assume additional responsibilities related to operationalizing requirements related to the Digital Accountability & Transparency Act (Data Act) and 2 CFR Part 200, including inter- and intra-agency committees and work groups, formulating Departmental policy, developing procedures, etc. GMO will assess staff workloads, establish a NOFA portfolio for each analyst, to increase programmatic understanding and communication with program offices, and align staff into three cross-discipline teams. Team members will collaborate on development of policies, procedures, guidance documents, training materials, etc. GMO currently has eight staff, including the Division Director, with contractor support representing approximately five positions. If GMO's staffing level was 15 FTEs, GMO could assume virtually all of the work currently conducted by contractors and assume additional responsibility related to operation of GrantSolutions.

Grants Management & Oversight Division FY 2016

Milestones

- **Milestone:** Expand GrantSolutions implementation for application review. *Planned Completion Date: 5/1/16*
- **Milestone:** Implement pilot in GrantSolutions for awarding and obligating competitive funds. *Planned Completion Date: 9/1/16*
- **Milestone:** Implement pilot in GrantSolutions for Core Performance Reporting (depends on funds). *Planned Completion Date: 9/30/16*
- **Milestone:** Launch online training modules. *Planned Completion Date: 5/31/16*
- **Milestone:** Complete SOPs for mission critical processes. *Planned Completion Date: 2/15/16*