

SECTION 5: Problem Analysis/Diagnosis

5-1 PROBLEM ANALYSIS/DIAGNOSIS.

As a result of remote or on-site monitoring, issues that require attention and/or correction may be identified. A PHA's strengths should also be identified.

Area Offices should target key areas and focus on those areas that have the greatest potential effect on performance. To assist the Area Office in analyzing these issues requiring attention, a Finance and Budget: Problem Analysis Worksheet, Appendix 3, has been developed. The Worksheet lists some of the possible causes, provides possible strategies for resolution of the concerns, and references linkages with other functional groups. Causes and strategies other than those listed may also be applicable.

Problem analysis worksheets are designed to help the reviewer determine the possible causes of problems and possible strategies to address them. Each worksheet is divided into the following categories:

1.Problem. The first step is to match the PHA's problem(s) with those listed in the problem analysis worksheets that most closely match. If the problem found using the remote monitoring worksheets (or the on-site review worksheets, in the case of on-site reviews) does not match directly with one of those listed on the problem analysis worksheets, it may be a sub-set of one of the problems listed in the possible causes column. Having matched the problem to one listed on the worksheet, the next step is to look at the corresponding possible causes column.

2.Possible causes. This portion of the problem analysis worksheet identifies the potential causes of problem(s). The reviewer examines these causes to determine if there are any causes that clearly seem to be related to the problem.

3.Strategies. This category of information in the

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worksheets identifies the strategies that may be employed to address the identified cause(s) of a PHA's problem. The strategies listed for some functional areas are quite extensive, but the listings are not intended to be viewed as the only strategies that might be considered. Other avenues of approach should also be explored.

4. Linkages with other functional areas. This category of information identifies one or more of the other functional areas whose operations impact upon the problem area. The recognition of the interrelationships between a problem in one functional area and activities in another functional area(s) is essential to developing a multi-functional strategy to address a problem comprehensively.

5-2 ROOT CAUSES.

Root causes may be cross-functional and strategies for resolution should be approached through collaboration with all HUD functional specialists assigned to a PHA and PHA staff.

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