

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
ADMINISTRATIVE SUPPORT OFFICES
OFFICE OF THE CHIEF HUMAN CAPITAL OFFICER**

(Dollars in Thousands)

	FY 2017 Actuals	FY 2018 Annualized CR	FY 2019 President's Budget
Personnel Services	21,989	22,164	21,515
Common Distributable	7,182	6,900	6,900
Personnel Services Subtotal	\$29,171	\$29,064	\$28,415
Non-Personnel Services			
Travel	269	336	336
Rent and Utilities	1	-	-
Printing	47	-	-
Other services/Contracts	8,322	7,065	5,627
Training	468	2,268	2,268
Supplies	200	58	58
Furniture and Equipment	89	76	76
Claims and Indemnities	-	168	50
Non-Personnel Services Subtotal	\$9,396	\$9,971	\$8,415
Working Capital Fund	\$1,122	\$942	\$1,420
Grand Total	\$39,689	\$39,977	\$38,250
Associated FTE	143	140	134

1. Program Purpose and Fiscal Year 2019 Budget Overview

The Office of the Chief Human Capital Officer (OCHCO) provides leadership and direction in the formulation and implementation of strategic human capital policies, programs, and systems to promote efficient and effective human capital management for the Department of Housing and Urban Development (HUD). OCHCO represents HUD on strategic human capital and human resources matters and plays a critical role in maximizing its performance and assuring accountability with the Office of Personnel Management (OPM), Office of Management and Budget (OMB), other federal agencies, Congress, and the public.

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The fiscal year 2019 President's Budget of \$38,250K is \$1,727K less than the fiscal year 2018 Annualized CR level. This request will enable OCHCO to meet its obligation to establish and oversee policy for the Department's personnel functions, pursue its strategic responsibilities, and strengthen our delivery to Department-wide personnel services.

Personnel Services (PS): OCHCO requests \$21,515K to support 134 Full-Time Equivalent (FTE). This request represents a decrease of \$649K and 6 FTE from the fiscal year 2018 Annualized CR. This request will continue to support OCHCO in the areas of strategic human capital management, recruitment and staffing, departmental performance management, and enterprise-level learning. The decrease in FTEs will be achieved through attrition.

Common Distributable (CD): OCHCO requests \$6,900K for CD. The CD account supports three program activities: 1) Transit Subsidy; 2) Student Loan Repayment Program; and 3) Flexible Spending. This request assumes funding at the same level as the fiscal year 2018 Annualized CR.

Non-Personnel Services (NPS): OCHCO requests \$8,415K for NPS to primarily support recurring contracts and training, representing a decrease of \$1,556K. The request includes funding for the Personal Assistance Services (PAS) which are required per the Equal Employment Opportunity Commission (EEOC) in a final rule that was issued on January 3, 2017.

Working Capital Fund (WCF): OCHCO requests \$1,420K to support their WCF fees for shared services and other investments as directed by the Secretary.

2. Key Operational Initiatives

- Champion the evolution of learning in the Department through Learning, Enrichment, And Resource Network (LEARN) enterprise. This enterprise approach promotes the development and implementation of strategies and goals that build the capacity of the workforce through learning and development. LEARN utilizes an enterprise-wide learning and development approach, called the Employee Development Strategy (EDS); which standardizes how learning is implemented across the Department. Also, OCHCO will offer courses facilitated and delivered by certified LEARN professionals.
- The Department has identified hiring as a potential risk as our workforce ages and the demands to attract and hire continue to rise. OCHCO is addressing barriers to attracting and hiring highly-qualified talent at HUD through expansion of its Human Resources Business Partner model which provides strategic and consultative services to program offices regarding recruitment and staffing activities. Additionally, hiring process improvement initiatives to increase strategic touchpoints and integrate standardized workflows facilitated by technology began in fiscal year 2017 and will continue through fiscal year 2018 with a goal of reducing the time to hire by 10 percent. Efforts in fiscal year 2019 will build upon these initiatives with an

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increased focus on improving quality of applicants referred for consideration. OCHCO will continue partnering with HUD's Program Offices and its shared service provider, the Bureau of the Fiscal Service (BFS), to deliver consultative and comprehensive talent management programs and services to ensure HUD maintains an agile, high-performing workforce. With the outsourcing of transactional human resources work to BFS, OCHCO has focused on strengthening its capacity as a strategic partner to HUD's program leaders.

- OCHCO is conducting a data quality assessment and action plan to ensure data integrity to be issued in fiscal year 2018 and implemented in fiscal year 2019. This will facilitate the transition to the data-driven culture by providing reliable and consistent human capital data with strategic solutions to the customer for their Human Capital needs.
- Consistent with HUD's implementation of OMB Memo 17-22, *Comprehensive Plan for Reforming the Federal Government*, starting fiscal year 2018 OCHCO will align its resources to improve strategic planning, consultative capacity, and compliance oversight. It will incorporate strategies to increase operational efficiencies, such as integrating similar human capital functions, establishing internal pipelines for competency development and advancement, eliminating process redundancies, optimizing supervisory ratios, and strategically offering VERA/VSIP as appropriate while leveraging attrition.
- Develop talent management strategies to support workforce reshaping initiatives, and knowledge transfer via succession planning.
- Leverage human capital analytics to drive decision-making and strategic planning.
- Further develop organizational design and position management competencies within OCHCO to enhance consultation on HUD's on-going improvement projects.
- Finalize implementation and maintain personnel security case management system. The new system will enhance transparency to HR operations, provide better communication regarding case status, reduce opportunities for delay and ensure accountability.
- Conduct a Leadership Assessment of the Department's supervisory and managerial workforce.
- Create career paths for 100 percent of the HUD workforce.
- Develop and make available to the HUD workforce, customized 360° assessment tools (that we own) for competency development and career planning.

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- Utilize a technology tool, Training Evaluation Measurement for Performance Optimization (TEMPO) to capture the Agency-wide training evaluation data.
- Improve employee accountability through effective performance management and related managerial training.