

Office of Strategic Planning & Management: FY 2018 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.



Purpose and Scope of Work

The Transformation Division will be a Departmental resource center for promoting and instilling project management, quality improvement, and change management disciplines into the way HUD administers its programs, policies, and services. Division staff will serve as internal consultants to link HUD staff with guidance, training, and services in these areas. The goal is to help increase HUD's overall efficiency and effectiveness.

One of the Division's primary roles is to provide inter-office liaison and logistical support in the execution of priority initiatives, operations, and special projects for the Office of the Deputy Secretary. The team is primarily focused on the implementation of HUD's Reform Plan.

The team also assists the Chief Risk Officer in identifying and managing risk through the execution of the HUD's Enterprise Risk Management (ERM) program.

Vision for FY 2018

The overarching vision for the Transformation Division is to be the driving force of transformation as HUD engages its staff, stakeholders, and advances its business practices. The Division is positioning itself as a key promoter of, and resource for, best practices and continuous improvement at HUD. The Division aims to develop a culture at HUD that continually evaluates and increases performance of programs and processes, and help develop proficiencies in employees to achieve this outcome.

Team Capacity Building

- 1) Each analyst will develop their skills in project management, quality improvement, and change management practices as well as their ability to coach and advise program offices in these areas.
- 2) The team will establish standards and procedures for providing support to various projects focused on building program office capabilities in project management, quality improvement, and change management.

Each analyst will continue to expand their expertise in Enterprise Risk Management best practices to understand how risk informs the strategic plan, execution of programs and policies, and management decisions.

Transformation Division FY 2018 Milestones

1. **Support Department-wide Initiatives**
 - Plan for and execute each monthly Champions' Council meeting to run smoothly and make progress toward goals.
 - Provide objective analysis and facilitate the achievement of milestones for each FORWARD Objective.
 - Continue to support the completion of special assignments for Secretary, Deputy Secretary, and Chief Operations Officer.
2. **Build and Implement ERM program**
 - Assist in the implementation of HUD's ERM program by providing risk register analysis and establishing a process to document, monitor, and mitigate risk.
3. **Promote Project Management, Quality Improvement, and Change Management Principles and Tools**
 - Develop implementation plan by January 2018
 - Establish online resource center by April 2018
 - Coach program offices through at least 3 Project Management, Quality Improvement, and/or Change Management projects in FY18training.

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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.

The Division is responsible for **preparing materials for performance management meetings** including the monthly Champions' Council meetings and annual strategic review meetings, as well as for following up on post-meeting action items to ensure that the agency makes progress towards its priority goals. The Division will also make recommendations and help to start up a new process for conducting quarterly data-driven reviews for Agency Priority Goals.

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 primarily 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. Overtime, Performance Division staff have begun to serve important roles in standing up HUD's open data initiative and establishing an enterprise-wide approach to data governance.

Vision for FY 2018

In FY 2018, the Performance Management Division aims to 1) finalize and publish the Department's Strategic Plan and assist in communications about the new plan; 2) incorporate the field into the Annual Performance Plan; 3) establish a new process for data-driven review of APGs; and 4) assist the Department in clearing DATA Act audit findings as a member of the DATA Act coordinating committee. Finally, the division will serve as team leads or consultants for internal partners on projects that advance Performance Management practices.

Team Capacity Building

Team capacity will be strengthened over the course of FY 2018 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.)
- Select analysts will serve as team leads on projects and will have significant responsibility and autonomy for ensuring the success of the project
- The team will identify common skill gaps and take group training

Performance Management Division FY 2018

Milestones

- **Milestone:** Submit final draft of Strategic Plan to OMB.
Planned Completion Date: 12/22/2017
- **Milestone:** Submit completed APR to OMB. *Planned Completion Date: 1/12/18*
- **Milestone:** Submit completed APP to OMB. *Planned Completion Date: 1/12/18*
- **Milestone:** Conduct initial APG data-driven review.
Planned Completion Date: 4/1/18
- **Milestone:** Submit draft FY 2020 APP to OMB
Planned Completion Date: 9/10/18

Metrics

- **Metric:** % of new metrics incorporated in HUDStat BI.
Target: TBD
- **Metric:** Percentage of delayed quarterly APG submissions to performance.gov. *Target: <20%*

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Grants Management & Oversight Division



Purpose and Scope of Work

The Grants Management & Oversight Division will increase its effectiveness in providing oversight of HUD's 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 2018

In FY 2018, the Grants Management & Oversight Division will:

- 1) Finalize plan for phased migration of Continuum of Care program to GrantSolutions and develop detailed Phase I functional requirements.
- 2) Increase grants management oversight: Grants Management Handbook annual update; use of GrantSolutions for application review and ranking for all but five competitive grant programs, expand use of GrantSolutions for the award process, and maintenance of Codes of conduct e-library and GMO Standard Operating Procedures.
- 3) Ensure accurate reporting under GONE Act through implementation and coordination of quarterly updates from program offices and quality control review of data.
- 4) Maintain active and updated communication platforms, including AskGMO sessions, GMO On the GO (e-news), GMOHome (SharePoint site), GMO presence on hud.gov.
- 5) Analyze Standards for Success data and identify needed changes to data elements and/or performance indicators.

Team Capacity Building

Expanded use of GrantSolutions for award, implementation of Standards for Success pilot, phased implementation for Continuum of Care program, ensuring accuracy of GONE Act data, and development of risk management tools for pre-award and enterprise risk management means increased contractor support (included the HHS CoE) if GMO staffing level remains at 10, including the Division Director. Team capacity will be strengthened during FY 2018 as follows:

- Portfolio Managers will pro-actively develop substantive expertise in GrantSolutions and provide support and technical assistance to program offices throughout the grants lifecycle.
- The GMO team will also strengthen skills to enhance our role as a trusted resource for internal partners, related to GONE Act, Data Act, Uniform Guidance (2 CFR 200), best practices for grant-making, and Plain Writing.
- Team members will collaborate on development of policies, procedures, guidance, and communication documents.

Grants Management & Oversight Division FY 2018

Milestones

- **Milestone:** Detailed functional requirements Phase I of CoC migration based on finalized plan. *Planned Completion Date: 2/28/18*
- **Milestone:** Annual updates for Grants Management Handbook. *Planned Completion Date: 7/31/18*
- **Milestone:** Initiate quarterly updates and QC review. *Planned Completion Date: 2/28/18*
- **Milestone:** Expand use of GrantSolutions for awarding competitive grants. *Planned Completion Date: 9/30/18*
- **Milestone:** Analyze Standards for Success data and recommendations for changes. *Planned Completion Date: 4/30/18*



Purpose and Scope of Work

The Chief Risk Officer is responsible for developing and implementing the strategy for HUD to meet the Enterprise Risk Management (ERM) requirements prescribed in OMB Circular A-123¹ and comply with the Fraud Reduction and Data Analytics Act of 2015². The Office will continue to help all HUD offices to develop or refine their current risk management operations to create an enterprise risk view, including fraud risk management. The Office has developed an integrated framework approach for addressing and managing ERM and Enterprise Fraud Risk Management (EFRM). The six key elements of HUD's ERM Program framework include Risk Appetite & Tolerance, Governance, Risk Profile, Risk Reporting & Monitoring, Risk Culture, and Data & Analytics. This approach will continue to engage HUD stakeholders on risk and consider the potential for fraud when identifying, analyzing, and responding to risks.

Through the guidance provided, the Office will support the growth and development of a corporate governance model and sustainable, repeatable operational risk management activities that align with the Government Accountability Office (GAO)'s Standards for Internal Control in the Federal Government (Green Book)³ and Framework for Managing Fraud Risks in Federal Programs. The focus will be building on previous work with stakeholder programs to expand the standard set of tools, templates, and processes for managing risk activities across HUD and enabling those processes through the governance structure. Through the risk programs, the Office will provide management with the information to drive business decisions around risk and allow HUD to take steps to prevent, deter, respond, and detect potential fraudulent activities. Additionally, the Office will undertake organizational change management, communications, and training activities related to ERM and EFRM.

Vision for FY 2018

In FY 2018, the Chief Risk Office will:

- Continue to develop and deploy an incremental strategy to mature ERM and EFRM programs at HUD and align processes to existing risk management efforts, management processes, and the statement of assurance;
- Establish fraud risk awareness within all levels within HUD;
- Integrate efforts with OSPM offices to further align the strategic planning, reform agenda, and strategic review process established by GPRAMA and the internal control framework required by FMFIA and Government Accountability Office (GAO)'s Green Book with the ERM and EFRM initiatives to meet OMB and legislative requirements;
- Implement Risk Governance, Risk Appetite, and Risk Tolerance processes HUD-wide to assist in the standardization of Risk Assessment and Monitoring;

Risk Management Program FY 2018

Milestones - ERM

- **Milestone:** FY18 Quarterly Updates of HUD Wide Risk Profile. *Planned Completion Dates: December 2017, March 2018, June 2018 & September 2018*
- **Milestone:** Phase 1: Integration of Mitigation Strategies & Controls. *Planned Completion Date: December 2017*
- **Milestone:** Program Office Maturity Model Assessment and Comparison Analysis. *Planned Completion Date: March 2018*
- **Milestone:** Risk Governance and Risk Appetite Definitions *Planned Completion Date: March 2018*
- **Milestone:** Submit draft risk profile to OMB. *Submission Date: June 2, 2018*
- **Milestone:** Risk Management and Monitoring KPI and KRI strategy *Planned Completion Date: September 2018*

Milestones - EFRM

- **Milestone:** Fraud Catalog. *Planned Completion Date: December 2017*
- **Milestone:** Fraud Risk Assessment for one program. *Planned Completion Date: June 2018*
- **Milestone:** Preliminary Fraud Risk Profile for one program. *Planned Completion Date: September 2018*

¹ <https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/memoranda/2016/m-16-17.pdf>

² <https://www.congress.gov/bill/114th-congress/senate-bill/2133>

³ <https://www.gao.gov/assets/670/665712.pdf>

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Chief Risk Office



- Expand the risk profile tracking and monitoring to include both inherent and residual risks, mitigation strategy tracking, internal control alignment and relevant Key Performance Indicators (KPIs) and Key Risk Indicators (KPIs); and
- Coordinate with the Departmental Enforcement Center (DEC) and the Office of Inspector General (OIG) to identify and understand HUD's fraud risks.

Team Capacity Building

Team capacity will be strengthened over the course of FY 2018 as follows: 1) Integrate and expand knowledge across OSPM divisions to incorporate risk discussions into strategic, performance, budget, capital planning, and project planning discussions; 2) Establish a training program to increase understanding of ERM and EFRM program and individual responsibilities; and 3) Encourage stakeholders and each HUD employee to proactively identify risks in relation to their positions.