

Office of Strategic Planning & Management: FY 2014 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 focuses on achieving operational excellence in the areas of human resources, information technology, budgeting, acquisitions, and grants management.

The **Project Management Office (PMO)** facilitates the successful completion of high-priority projects that address critical challenges the Department faces, involve complex issues that cross organizational boundaries, can benefit from senior leadership focus, and represent ways we are working smarter in a more constrained fiscal environment. The PMO works with project implementation teams, providing assistance with process planning to obtain decisions and resources; providing an objective perspective to help analyze and solve problems; providing project management templates to support project execution and focus senior leadership on major project milestones; helping to track performance measures that communicate progress and impact of projects; and communicating project successes.

The **Analysis & Engagement Team** within the Transformation Division provides support throughout the agency to improve HUD processes and procedures; increase employee engagement; and improve customer service. The key activities for the team are Switchboard, Data Collection and Analysis, and Strategic Communications.

- **Switchboard** provides HUD with the technological tools and functional channels necessary to interact meaningfully with citizens, stakeholders, and staff by:
 - Welcoming and encouraging creative **ideation** to improve HUD's programs, policies, and operations, and engaging those interested in the process of putting those ideas into action;
 - Creating avenues of **feedback** for individuals or organizations on matters that affect them;
 - Making decisions through open, transparent, and democratic **crowdsourcing**; and
 - Providing timely, friendly, and helpful **support** in HUD's customer care functions.

Primarily, users interact with Switchboard through an interactive site allowing them to submit and support ideas and feedback, and through project mentors who assist them through the idea implementation process.

- The team also provides **robust data collection and analysis** to create transparency and provide information to decision makers using a variety of tools:

Transformation Division FY 2014

Milestones

- **Milestone:** Help desk consolidation through Switchboard UserVoice tool *Planned Completion Date: 6/30/2014*
- **Milestone:** New Core implementation *Planned Completion Date: 9/30/2014*
- **Milestone:** COR program implementation *Planned Completion Date: 9/30/2014*
- **Milestone:** Publish new strategic plan operational excellence objectives *Planned Completion Date: 2/15/2014*
- **Milestone:** HUDStat BI tool supports first operational metrics *Planned Completion Date: 3/31/2013*

Metrics

- **Metric:** Number of original milestone dates met
- **Metric:** Number of customer service functions consolidated into Switchboard
- **Metric:** % of active Switchboard users in relation to all users
- **Metric:** % of Switchboard users who feel Switchboard is effective at implementing submitted ideas
- **Metric:** % of Switchboard users who feel Switchboard is effective at engaging them in the ideation and implementation process
- **Metric:** % of Switchboard users who feel Switchboard is effective at communicating in a helpful, honest, friendly way
- **Metric:** % of agency funds spent on overhead

-
- The team assists with the development, administration, and analysis of **surveys** in order to help offices collect key data needed to make 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.
 - This team also tracks and analyzes data and coordinates discussions focused on HUD's **Operational Excellence** goals in order to achieve our operational excellence objectives as laid out in the Strategic Plan. This will include development of dashboards in the HUDStat BI tool focused on HUD's operational performance.
 - The team provides **consulting** and assistance with development of new data collection and analysis tools using a variety of software including MS Excel, MS Database, Sharepoint, Infopath, and VBA solutions.
 - Supporting all of these efforts are **Strategic communications** delivered by the team to improve transparency and engage employees:
 - New issue forums and implemented ideas on Switchboard are advertised via Town Halls, HUD@work, and HUD Happenings.
 - The team assists with communications surrounding the opening, results, and subsequent action items of the EVS.
 - Pulse survey results are published monthly in HUD Happenings.
 - The Switchboard and the Pulse Survey is also promoted throughout the agency, such as at senior team meetings, to encourage program offices to use these tools.

Vision for FY 2014

In FY 2014, the Transformation Division aims to reduce the amount of funds HUD spends on overhead. The Division aims to increase employee morale through regular communications of agency accomplishments (**Work That Counts**) and engagement through Switchboard. The Division aims to limit fraud, waste, and abuse through better project management and assistance.

Team Capacity Building

Team capacity will be strengthened over the course of FY 2014 by:

- Adding a IT project manager to work to integrate IT solutions on projects among several contractors
- Adding two additional program analysts to assist with Switchboard and priority portfolio projects
- On-the-job project management skills development through work on PMO project teams
- Attracting rotational detailees to fill gaps and address project specific needs
- Leadership/management training for aspiring program analysts



Purpose and Scope of Work

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

The **HUDStat** project is responsible for preparing for and executing the HUDStat and QPR meetings, as well as for following up on post-meeting action items to ensure that the agency makes progress towards its priority goals. There are lead analysts for each strategic goal who are responsible for content development and analysis and who are viewed as the goal subject matter experts within OSPM.

Performance Planning and Reporting created and maintains the infrastructure for data collection and storage; facilitates the development of the agency's major performance documents, including the Strategic Plan, and the Annual Performance Plan (APP) and Annual Performance Report (APR); manages reporting to the government-wide website

performance.gov for public reporting; and represents HUD to OMB and the Performance Improvement Council (PIC).

HUDStat BI (short for Business Intelligence) supports the development of an IT system to integrate and provide all staff access to HUD's performance data, to facilitate agency-wide data-driven decision making.

CTF (short for **Communications, Training and Feedback**) includes the development and deployment of communications mechanisms, formal and informal trainings, and a series of feedback mechanisms, all of which are intended to create broader awareness of the agency's performance management activities and goals.

Together, these projects support HUD in its fulfillment of the requirements set forth in the Government Performance and Results Act (GPRA) of 1993 and the more recent GPRA Modernization Act of 2010.

This division is also responsible for the development of OSPM's annual Operating Plan and OSPM's internal management review process. Additionally, the performance management division is called upon at times by internal partners as consultants for projects that support data-driven decision making throughout the agency.

Vision for FY 2014

In FY 2014, the Performance Management Division aims to 1) publish a high-quality Strategic Plan with strong performance evaluation approaches for each objective, and effectively communicate about the plan to our stakeholders; 2) design and implement a Strategic Review process that is recognized as a leader in the federal government and valued by key internal stakeholders; 3) enhance the use of performance data throughout the agency through development and deployment of new Strategic Plan content in HUDStat BI; 4) successfully transition into HUDStat meetings on our new APGs which produce better value for agency leadership and help move the needle on our goals; and 5) strengthen our role as critical strategic partners across all strategic goals and objectives;

Performance Management Division FY 2014

Milestones

- **Milestone:** New data collection and content management processes designed and implemented to reduce burden improve continuity on goals. *Planned Completion Date: 12/31/2013*
- **Milestone:** All performance team members are expert-level HUDStatBI users. *Planned Completion Date: 3/31/2013*
- **Milestone:** Strategic Review process successfully completed. *Planned Completion Date: 6/30/2013*
- **Milestone:** HUDStat BI is used in HUDStat meetings on new APGs. *Planned Completion Date: 9/30/2013*

Metrics

- **Metric:** Feedback Metric on Strategic Reviews
- **Metric:** HUDStat ratings (33% (D)SOHUD rating, 33% participant survey, 33% OSPM assessment)

Team Capacity Building

Team capacity will be strengthened over the course of FY 2014 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.)
- The performance team will also strengthen skills to enhance our role as a trusted resource for internal partners, including (but not limited to): facilitation skills; VBA/InfoPath and other quick-win IT solutions; navigating procurement, hiring, IT, and other operational obstacles; etc.
- All performance team members will become expert-level users of Microstrategy / HUDStat BI.

Office of Strategic Planning & Management: FY 2014 Operating Plan

Grants Management & Oversight Division



Purpose and Scope of Work

The objective of the Grants Management & Oversight Division in FY14 is to transform GMO from its current operationally-centric tasks to an effective organization that addresses the Division's intended mission: provide effective oversight of grants programs, enable agency-level performance reporting across grant programs (one-stop shop), provide leadership for the optimization of enterprise-level grant-related IT systems, and maintain the Division's the authority regarding oversight and development of grant policy.

Vision for FY 2014

In FY 2014, the Grants Management Division aims to 1) implement the first purchase of shared services offerings for both NOFA development and Application Review; 2) fully understand and redesign HUD's performance management and collection system for grantees; and 3) start building out an oversight capability that extends past a cursory review of the NOFAs prior to publication, touching all aspects of the grant life-cycle.

Team Capacity Building

Team capacity will be strengthened over the course of FY 2014. GMO has been successfully training all of its staff in fundamental IT skills including excel and SharePoint. We have added two additional hires in FY13 adding to our capability in Performance, IT, and contracts. Going forward into FY14, we will continue to train staff on these core capabilities in addition to training on new Shared Service offerings. As we transition to the Office envisioned for FY15, we will hire staff to augment all of the Branches: Performance, Oversight, IT systems, and Policy/Technical Assistance. Ultimately the Office requires a staff of approximately 15 to accomplish its full mission.

Grants Management & Oversight Division FY 2014

Milestones

- **Milestone:** Complete Implementation of the HHS Announcement Module *Planned Completion Date: February, 2014*
- **Milestone:** Complete Implementation of the Application Review Module *Planned Completion Date: September, 2014*
- **Milestone:** Recommend Grant IT Optimization and Cost Savings Strategy to Deputy Secretary (depends on funds) *Planned Completion Date: January 2014*
- **Milestone:** Finalize evaluation of Performance Measurement Situation and Alignment (System Piece Dependent on HHS or other alternatives) *Planned Completion Date: September 2014*