

# DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

## Administrative Support Offices

### Office of the Assistant Secretary for Administration

#### SALARIES AND EXPENSES

(Dollars in Thousands)

	2019	2020			2021		
	Actuals	Carry Over	Enacted	Total	Carry Over	President's Budget	Total
<b>Personnel Services:</b>							
Personnel Services	\$72,352	-	\$76,364	\$76,364	-	\$80,796	\$80,796
Common Distributable	6,053	-	6,900	6,900	-	6,100	6,100
<b>Total, Personnel Services</b>	<b>\$78,405</b>	<b>-</b>	<b>\$83,264</b>	<b>\$83,264</b>	<b>-</b>	<b>\$86,896</b>	<b>\$86,896</b>
<b>Non-Personnel Services:</b>							
Travel	1,839	-	2,300	2,300	-	2,131	2,131
Transportation of Things	315	-	362	362	-	362	362
Rent and Utilities	118,493	-	122,779	122,779	-	118,285	118,285
Printing	113	-	193	193	-	193	193
Other Services/Contracts	45,017	4,007	48,112	52,119	-	43,681	43,681
Training	2,244	-	1,548	1,548	-	1,310	1,310
Supplies	1,349	-	436	436	-	355	355
Furniture and Equipment	7,786	-	6,021	6,021	-	5,492	5,492
Claims and Indemnities	2	-	10	10	-	10	10
<b>Total, Non-Personnel Services</b>	<b>\$177,158</b>	<b>\$4,007</b>	<b>\$181,761</b>	<b>\$185,768</b>	<b>-</b>	<b>\$171,819</b>	<b>\$171,819</b>
Working Capital Fund	3,500	2,731	1,096	3,827	-	7,543	7,543
Carryover	6,738	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$265,801</b>	<b>\$6,738</b>	<b>\$266,121</b>	<b>\$272,859</b>	<b>-</b>	<b>\$266,258</b>	<b>\$266,258</b>
<b>FTEs</b>	<b>470</b>		<b>471</b>	<b>471</b>	<b>-</b>	<b>482</b>	<b>482</b>

### PROGRAM PURPOSE

The funding level supports the Office of the Assistant Secretary for Administration (OASA), Office of Chief Administrative Officer (OCAO), Office of the Chief Human Capital Officer (OCHCO), and Office of the Chief Procurement Officer (OCPO).

### BUDGET OVERVIEW

The 2021 President's Budget requests \$266.3 million for the Office of the Assistant Secretary for Administration, \$137 thousand more than the 2020 enacted level. The Budget reflects total funding (carryover and new authority) of \$266.3 million, \$6.6 million below 2020 total funding.

The budget will have a significant impact on OASA's ability to improve its effectiveness in organizing and delivering services. To meet its key operational initiatives, OASA proposes to invest resources in the following:

- COOP Operations and Buildout
- Feasibility Study and Asset Management Plan
- A shared services provider, recruitment, and hiring
- Human Resource Business Partner Reskilling Project

- Integrated Talent Management Solution
- Improvements to OCPO service delivery and reporting capabilities

### **Personnel Services (PS)**

The Budget reflects total funding (carryover and new authority) of \$80.8 million for OASA PS, \$4.4 million above 2020 total funding. This funding will support 482 full-time equivalents (FTEs), 11 FTEs above 2020; however, 17 FTEs funded by the Office of Administration in 2020 are not supported in the 2021 OASA budget due to the following proposed realignments:

- 11 FTEs in the Executive Secretariat Division are realigned to the Executive Offices
- 6 FTEs in the Records Management Services Branch will be funded through the Department's Working Capital Fund

As a result, actual FTE increase in 2021 will be 28 and will be invested in the following areas:

- Disaster Management and National Security
- Acquisition workforce in order to revamp the acquisition planning process to facilitate more long-range planning which will result in better execution
- HR resources to support OCHCO priorities in the areas of talent management, hiring, improved business partnerships, reskilling the HR Business Partners (HRBPs) transactional processes streamlining, and other areas.

Personnel Services funding will also support an increase in awards spending above 2020 levels of no less than 1 percentage point of non-SES/SL/ST salary spending in 2021.

### **Common Distributable**

PS funding includes \$6.1 million in Common Distributable (CD) funding, \$800 thousand below 2020, to support transit subsidy, student loan program, and administrative fees for flexible spending accounts.

### **Non-Personnel Services (NPS)**

The Budget reflects total funding (carryover and new authority) of \$171.8 million for OASA NPS, \$13.9 million below 2020 total funding. This decrease will be achieved in part by a reduction in rent, as we continue to Freeze the Footprint. Additionally, there are multiple efforts such as contracting support, furniture and renovations requirements that are one-time costs which will not be recurring in 2021.

### **Working Capital Fund (WCF)**

The Budget reflects total funding (carryover and new authority) of \$7.5 million for the WCF, \$3.7 million above 2020. The increase is primarily attributable to the addition of two new WCF business lines, IT Devices and Records Management Services.

## KEY OPERATIONAL INITIATIVES

OASA will work to optimize service delivery and decision making to better meet customer needs through the following three key operational initiatives:

### **Major Initiative: Improve Hiring Process & Develop a Workforce for the 21<sup>st</sup> Century**

- Execute strategies to increase candidate quality and streamline hiring processes, including improving its partnerships with program offices;
- Increase employee accountability and engagement by building a performance culture;
- Improve succession planning strategies; and
- Enhance reporting, analytics and evaluation of OCHCO business practices.

### **Major Initiative: Streamline Acquisition Management**

- Prioritize procurement services by category and create a more customer focused environment.
- Hiring – securing enough staff resources to support the workload
- Improving the Acquisition Process through training of the acquisition workforce, and providing resources to enhance transparency and accountability in the process; and
- Improving Acquisition planning by facilitating earlier planning and early engagement of the Integrated Acquisition Teams.

### **Major Initiative: Improve Service Delivery of Administrative Support Services**

- Spearhead effort to improve organization effectiveness by supporting restructuring of the three subordinate organizations. Reach a “target organization” with fewer layers, larger spans of control, and a more strategic distribution of grades through better position management and natural attrition.
- Hiring – Secure sufficient staff resources to support the workload
- Enhance reporting, analytics and evaluation of OASA business practices
- Improve Space and Rent Efficiencies by Modernizing HQ and Reducing HUD’s Footprint
- COOP Operations and Buildout

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT****Administrative Support Offices****Immediate Office of the Assistant Secretary for Administration****SALARIES AND EXPENSES**

(Dollars in Thousands)

	2019	2020			2021		
	Actuals	Carry Over	Enacted	Total	Carry Over	President's Budget	Total
<b>Personnel Services:</b>	-	-	-	-	-	\$1,669	\$1,669
<b>Non-Personnel Services:</b>							
Travel	-	-				20	20
Other Services/Contracts	-	-	-	-	-	625	625
Training	-	-	-	-	-	5	5
Supplies	-	-	-	-	-	5	5
<b>Total, Non-Personnel Services</b>	-	-	-	-	-	\$655	\$655
<b>Grand Total</b>	-	-	-	-	-	\$2,324	\$2,324
<b>FTEs</b>	-	-	-	-	-	10	10

**PROGRAM PURPOSE**

The 2021 President's Budget's request for the Immediate Office of the Assistant Secretary for Administration (ASA) is \$2.3 million.

**BUDGET OVERVIEW**

The funding level will support the immediate staff of the ASA, which includes the Office of Transformation, which is responsible for implementing change-management principles within OASA as a key part of implementing OASA priorities and key operational initiatives, including the consolidation of the three support offices into one organizational entity.

**Personnel Services**

Personnel Services requirements in 2021 are \$2.3 million and funds 10 FTEs. These FTEs include the Assistant Secretary for Administration (ASA) and immediate support staff.

**Non-Personnel Services**

Non-Personnel Services requirements in 2021 are \$655 thousand. These funds will primarily support the Millennium Services Contract which provides consulting services to the ASA on efficiencies to workflow processes and organization.

## KEY OPERATIONAL INITIATIVES

OASA will work to optimize service delivery and decision making to better meet customer needs through the following key operational initiative:

**OASA Major Initiative:** Improve Service Delivery of Administrative Support Services

- Spearhead effort to improve organization effectiveness by supporting restructuring of the three subordinate organizations. Reach a “target organization” with fewer layers, larger spans of control, and a more strategic distribution of grades through better position management and natural attrition.
- Hiring – secure sufficient staff resources to support the workload.
- Enhance reporting, analytics and evaluation of OASA business practices.

## DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

### Administrative Support Offices

#### Office of the Chief Administrative Officer

#### SALARIES AND EXPENSES

(Dollars in Thousands)

	2019	2020			2021		
	Actual	Carry Over	Enacted	Total	Carry Over	President's Budget	Total
<b>Personnel Services</b>	<b>\$33,923</b>	-	<b>\$35,973</b>	<b>\$35,973</b>	-	<b>\$36,316</b>	<b>\$36,316</b>
<b>Non-Personnel Services:</b>							
Travel	1,586	-	1,811	1,811	-	\$1,811	\$1,811
Transportation of Things	315	-	362	362	-	362	362
Rent and Utilities	118,492	-	122,779	122,779	-	118,285	118,285
Printing	94	-	163	163	-	163	163
Other Services/Contracts	38,168	3,179	39,351	42,530	-	36,986	36,986
Training	87	-	231	231	-	230	230
Supplies	1,136	-	238	238	-	238	238
Furniture and Equipment	7,715	-	5,941	5,941	-	5,421	5,421
Claims and Indemnities	2	-	-	-	-	-	-
<b>Total, Non-Personnel Services</b>	<b>\$167,595</b>	<b>\$3,179</b>	<b>\$170,876</b>	<b>\$174,055</b>	-	<b>\$163,496</b>	<b>\$163,496</b>
Working Capital Fund	1,302	1,481	-	1,481	-	3,524	3,524
Carryover	4,660	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$207,480</b>	<b>\$4,660</b>	<b>\$206,849</b>	<b>\$211,509</b>	-	<b>\$203,336</b>	<b>\$203,336</b>
<b>FTEs</b>	<b>229</b>	-	<b>230</b>	<b>230</b>	-	<b>226</b>	<b>226</b>

### PROGRAM PURPOSE

The Office of the Chief Administrator Offices (OCAO) plays a critical role in supporting HUD by providing a wide range of administrative services, including management and operation of buildings nationwide, providing administrative services to all field offices, managing information throughout its life cycle, overseeing HUD broadcasting services, and coordinating agency responses to disasters and emergencies.

### BUDGET OVERVIEW

The 2021 President's Budget requests \$203.3 million for the OCAO, \$3.5 million less than 2020 enacted level. The Budget reflects total funding (carryover and new authority) of \$203.3 million, \$8.2 million below 2020 total funding.

#### **Personnel Services (PS)**

The Budget reflects total funding (new authority and carryover) of \$36.3 million for OCAO PS, \$343 thousand above 2020 total funding. While this FTE level is a decrease of four FTEs, a total of

17 FTE supported in 2020 are not funded via the OCAO in 2021 based on the following realignments:

- 11 FTEs in the Executive Secretariat Division are realigned under the Executive Offices. These FTEs essentially only support the Secretary and Executive Offices staff and as a result it is appropriate that they should be realigned to and funded by the Executive Office's appropriation.
- Six FTEs in the Records Management Services Branch will be funded via the Working Capital Fund.

Additionally, 10 FTEs included in OCAO's 2020 funding are realigned into the Immediate Office of the Assistant Secretary for Administration. Together, these realignments provide the OCAO with an actual net increase of 23 FTEs in 2021. OCAO intends to invest the additional FTEs to support the following:

- Disaster Management and National Security services
- Customer Service in both the Headquarters and Field Support Services: additional resources will be used to improve operations and customer service activities by providing more timely and accurate information and developing a dashboard that will provide near real-time insight in the status of facility and administrative request as they move through the process.

Personnel Services funding will also support an increase in awards spending above 2020 levels of no less than one percentage point of non-SES/SL/ST salary spending in 2021.

### **Non-Personnel Services (NPS)**

The Budget reflects total funding of \$163.5 million for OCAO NPS, \$10.6 million less than 2020 total funding. This decrease will be achieved in part by reduction in rent, as we continue to Freeze the Footprint. Additionally, there are multiple effort such as furniture and renovations requirements that are one-time costs which will not be recurring in 2020.

Funding will support improvements to COOP operations and buildout. Additionally, this funding will provide a Feasibility Study and Asset Management Plan. The purpose is to create a study and plan to manage the Department's real property investments in the DC area. This plan will begin to provide HUD with funding for office consolidation and real property footprint reductions. Creating this plan will provide a thorough roadmap for HUD to follow that could potentially eliminate approximately \$12 million annually from the rent budget.

### **Working Capital Fund (WCF)**

The Budget reflects total funding of \$3.5 million for OCAO WCF requirements, \$2 million above 2020 total funding. The increase is primarily attributable to two new business lines in the WCF, IT devices and Records Management Services.

## **KEY OPERATIONAL INITIATIVES**

OCAO will streamline operations to organize and deliver services more effectively through the following three operational initiatives:

- **COOP Operations and Buildout**  
HUD's Office of Disaster Management and National Security (ODMNS) will utilize funds to build out an alternative COOP location and the operation costs would go to staffing and for

purchasing and maintenance of equipment.

- **Improve Space and Rent Efficiencies by Modernizing HQ and Reducing HUD's Footprint:**

- **Modernizing Headquarters:** Just as the nature of work has changed since 1968, so has space and technology requirements for employees. The Robert E. Weaver Federal Building, which was completed in 1968 and added to the National Register of Historic Places in 2008, has outlived its lifespan and is outdated. It no longer helps its occupants the same way it did when first built. One of OCAO's top priorities is to continue modernizing Headquarters – physically and mechanically – to accommodate staff in the National Capital Region. Most of HUD's deferred maintenance needs address systems well past their useful life that fall under HUD's responsibility per the GSA Delegation Agreement. HUD's top priority will be working with GSA on health and safety deferred maintenance items on the GSA Building Engineering Report as well as deficiencies reported by HUD. In 2021, GSA will change the Delegation of Authority agreements, and some work currently performed by GSA will revert to the tenant agency. The 2021 Budget will support additional operating expenses anticipated to accommodate these new responsibilities.
- **Continue to Freeze the Footprint:** HUD has identified further space reduction opportunities of 83,891 square feet in 2020 and 86,543 square feet in 2021 as OCAO continues its effort to meet the goals outlined in OMB Memorandum M-12-12, Section 3, "Freeze the Footprint." Between 2015 and 2019, HUD has realized an actual space reduction of 133,822 square feet.
  - **Undertake Feasibility Study and Asset Management Plan** – A Real Property Asset Management Plan will assist the Department in taking a strategic approach to asset management decision making and identifying key roles and responsibilities, resource needs, obstacles, and strategies for overcoming obstacles. The Plan will help mitigate risks associated with real property costs by viewing funds spent on space and operations as investment decisions that align with agency goals and desired outcomes. The Department currently spends approximately \$12 million annually for satellite office space in the DC region for employees who can potentially fit in the Weaver Building if necessary renovations can be completed throughout the building. The Plan will outline the costs of future workspace renovations and allow for millions in savings in excess rent in perpetuity.
  - **Eliminate Satellite Administrative Support Offices** – Renovating the Weaver Building to accommodate staff and administrative law judges housed at the Washington Office Center will reduce the HUD footprint by 34,443 square feet and reduce annual rent by \$1.56 million per year. This project was postponed in prior fiscal years due to a GSA imposed work stoppage resulting in a new Programmatic Agreement for interior design and renovations among GSA, the DC State Historic Preservation Office, and HUD. This Programmatic Agreement will serve as the template for consolidation projects in upcoming fiscal years.
  - **Reduce Field Office Footprint:** Providing administrative services to the 66 field offices, where two-thirds of HUD's personnel execute the mission, is an important function of OCAO. In 2021, OCAO will dedicate approximately \$18.9 million of its non-rent and utilities budget for field support services, which are delivered through a consolidated approach and are funded centrally in OCAO. In 2021, major space reductions and consolidations are planned for the Atlanta, Hartford, Honolulu, Richmond, and Wilmington offices, with anticipated space reduction, starting in 2022



of 67,868 square feet and an annual rent savings of \$3.2 million. This will enable HUD to leverage savings through economies of scale and increased efficiencies.

- **Improve Service Delivery of Administrative Support Services**
  - **Customer Service:** OCAO continues to review and improve customer service activities, including gathering customer input early, obtaining ongoing feedback, providing more timely and accurate information, and working with customers to identify the most cost effective and efficient way to meet their needs. OCAO will create dashboards that will provide near real-time insight in the status of facility and administrative requests as they move the process along with other key performance indicators which will increase transparency and accountability and aid in streamlining the process by increasing awareness throughout the Department.

## DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

### Administrative Support Offices

#### Office of the Chief Procurement Officer

#### SALARIES AND EXPENSES

(Dollars in Thousands)

	2019	2020			2021		
	Actuals	Carry Over	Enacted	Total	Carry Over	President's Budget	Total
<b>Personnel Services:</b>							
Personnel Services	\$16,354	-	\$17,270	\$17,270	-	\$18,886	\$18,886
CD		-			-		
<b>Total, Personnel Services</b>	<b>\$16,354</b>	<b>-</b>	<b>\$17,270</b>	<b>\$17,270</b>	<b>-</b>	<b>\$18,886</b>	<b>\$18,886</b>
<b>Non-Personnel Services:</b>					-		
Travel	124	-	124	124	-	50	50
Other Services/Contracts	528	-	\$647	\$647	-	270	270
Training	170	-	170	170	-	75	75
Supplies	138	-	138	138	-	37	37
<b>Total, Non-Personnel Services</b>	<b>\$960</b>	<b>-</b>	<b>\$1,079</b>	<b>\$1,079</b>	<b>-</b>	<b>\$432</b>	<b>\$432</b>
Working Capital Fund	1,149	117	1,096	1,213	-	1,852	1,852
Carryover	117	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$18,580</b>	<b>\$117</b>	<b>\$19,445</b>	<b>\$19,562</b>	<b>-</b>	<b>\$21,170</b>	<b>\$21,170</b>
<b>FTEs</b>	<b>104</b>		<b>105</b>	<b>105</b>	<b>-</b>	<b>112</b>	<b>112</b>

### PROGRAM PURPOSE

The Office of the Chief Procurement Officer (OCPO) provides quality, timely, innovative, and compliant acquisition and business solutions to support the creation of strong, sustainable, inclusive communities and quality, affordable homes for all. OCPO is responsible for all matters related to the Department's acquisition-related needs and activities, including managing the acquisition workforce, in addition to conducting procurement activities. Procurement activities are conducted in Washington DC, Atlanta, GA; Ft Worth, TX; Denver, CO; Chicago, IL; and Philadelphia, PA in support of all HUD program offices.

### BUDGET OVERVIEW

The 2021 President's Budget's requests \$21.2 million for the OCPO, \$1.7 million more than the 2020 enacted level. The Budget reflects total funding (carryover and new authority) of \$21.2 million, \$1.6 million above the 2020 total funding. The increased funding in 2021 will provide additional staff to improve processes and provide quality compliant acquisitions support, including quality requirement packages, to meet the demand of the Department and its programs.

### **Personnel Services (PS)**

The Budget reflects total funding (carryover and new authority) of \$18.9 million for OCPO PS, \$1.6 million above 2020 total funding. The funding will support 112 FTEs, an increase of seven FTEs above 2020.

### **Non-Personnel Services (NPS)**

The Budget reflects total funding (carryover and new authority) of \$432 thousand, \$647 less than 2020 total funding. This decrease is achieved due to the increase in FTEs which will require OCPO to be less reliance on contract services support in 2021.

### **Working Capital Fund (WCF)**

The Budget reflects total funding (carryover and new authority) of \$1.9 million, \$639 thousand above 2020 total funding. The increase is primarily attributable to the addition of two new WCF business lines, IT Devices and Records Management services in 2021.

## **KEY OPERATIONAL INITIATIVES**

OCPO has three priorities to meet its operational initiatives:

- Hiring – securing sufficient staff resources to support the workload
- Improving the Acquisition Process through training of the acquisition workforce, and providing resources to enhance transparency and accountability in the process; and
- Improving Acquisition planning by facilitating earlier planning and early engagement of the Integrated Acquisition Teams.

Improving acquisitions is HUD's second priority objective. OCPO is supporting this objective by hiring new talent into key positions within OCPO in order to foster operational excellence and drive cultural change across the enterprise. In the area of processes, OCPO is revamping the acquisition planning process to facilitate more long-range planning and early engagement of stakeholders, resulting in better execution, lower administrative cost, and a reduction in "bridges" and sole source awards. OCPO is working with the HUD program offices to increase the use of Tier 1 and higher vehicles such as program office, Departmental, and government-wide contracts to meet HUDs contracting demands. This initiative not only supports improving the way HUD does business, but also supports the PMA, CoE and government-wide category management agendas. In the area of technology, OCPO is creating dashboards that will provide near real-time insight in the status of acquisitions as they move through the process along with other key performance indicators which will increase transparency and accountability and aid in streamlining the process by increasing awareness throughout the Department. OCPO has also initiated a robotics project through partnership with OCFO that will support the automation of data mining and analysis. This project is aligned to the PMA of moving from low-value to high-value work and is intended to allow OCPO to recapture and repurpose thousands of hours to higher-value, higher-priority work.

## DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

### Administrative Support Offices

#### Office of the Chief Human Capital Officer

#### SALARIES AND EXPENSES

(Dollars in Thousands)

	2019	2020			2021		
	Actuals	Carry Over	Enacted	Total	Carry Over	President's Budget	Total
<b>Personnel Services:</b>							
Personnel Services	\$22,075	-	\$23,121	\$23,121	-	\$23,925	\$23,925
CD	6,053	-	6,900	6,900	-	6,100	6,100
<b>Total, Personnel Services</b>	<b>\$28,128</b>	<b>-</b>	<b>\$30,021</b>	<b>\$30,021</b>	<b>-</b>	<b>\$30,025</b>	<b>\$30,025</b>
<b>Non-Personnel Services:</b>							
Travel	129	-	365	365	-	250	250
Rent and Utilities	1	-			-		
Printing	19	-	30	30	-	30	30
Other Services/Contracts	6,321	828	8,114	8,942	-	5,800	5,800
Training	1,987	-	1,147	1,147	-	1,000	1,000
Supplies	75	-	60	60	-	75	75
Furniture and Equipment	71	-	80	80	-	71	71
Claims and Indemnities	-	-	10	10	-	10	10
<b>Total, Non-Personnel Services</b>	<b>\$8,603</b>	<b>\$828</b>	<b>\$9,806</b>	<b>\$10,634</b>	<b>-</b>	<b>\$7,236</b>	<b>\$7,236</b>
Working Capital Fund	1,049	1,133	-	1,133	-	2,167	2,167
Carryover	1,961	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$39,741</b>	<b>\$1,961</b>	<b>\$39,827</b>	<b>\$41,788</b>		<b>\$39,428</b>	<b>\$39,428</b>
<b>FTEs</b>	<b>136</b>		<b>136</b>	<b>136</b>		<b>134</b>	<b>134</b>

### PROGRAM PURPOSE

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.

### BUDGET OVERVIEW

The 2021 President's Budget requests \$39.4 million for the OCHCO, \$400 thousand less than the 2020 enacted level. The Budget reflects total funding (carryover and new authority) of \$39.4 million, \$2.4 million less than 2020 total funding.

### **Personnel Services (PS)**

The Budget reflects total funding (carryover and new authority) of \$23.9 million for OCHCO PS, \$800 thousand above 2020 total funding. This funding will support 134 FTEs, 2 FTEs less than 2020.

### **Common Distributable (CD)**

The Budget reflects total funding (carryover and new authority) of \$6.1 million for OCHCO CD. CD funds support the Department-wide Transit Subsidy Benefits Program, the Student Loan Repayment Program, and the administrative fees for the Flexible Spending Account.

### **Non-Personnel Services (NPS)**

The Budget reflects total funding (carryover and new authority) of \$7.2 million for OCHCO NPS, \$3 million below 2020 total funding. This funding provides continued support of recurring contracts, travel expenditures of personnel and equipment, general supplies, and employee training.

### **Working Capital Fund (WCF)**

The Budget reflects total funding (carryover and new authority) of \$2.2 million for OCHCO WCF, \$1.1 million above 2020 total funding. The funding supports WCF fees for shared services and other investments determined by the Secretary. The increase is primarily attributable to the addition of two new WCF business lines, IT Devices and Records Management Services.

## **KEY OPERATIONAL INITIATIVES**

OCHCO has four priorities to meet its operational initiatives:

- Execute strategies to increase candidate quality and streamline hiring processes, including improving its partnerships with program offices;
- Increase employee accountability and engagement by building a performance culture;
- Implement succession planning strategies; and
- Enhance reporting, analytics, and evaluation of OCHCO business practices.

OCHCO is taking a strategic approach to addressing long-standing challenges with hiring, employee accountability and succession planning. This budget request will be used to support OCHCO's ability to execute strategies to support candidate quality and streamline processes; increase employee accountability and engagement; and implement succession planning strategies. OCHCO has priorities that address HUD's HR challenges. The budget will be used to support these priorities which include talent management; hiring; improved business partnership; reskilling the HR Business Partners (HRBPs); transactional process streamlining; performance culture enhancement; learning and development; enhanced reporting, analytics, and evaluation. Additionally, OCHCO intends to add a service provider in 2021. The analysis and requirements development for an integrated talent management solution and adding a service provider are additional priorities that will be supported in part by this budget.

Improving hiring is HUD's priority objective. OCHCO is addressing barriers to hiring at HUD through improvements to its Human Resources Business Advisor and 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 2017. It resulted in a 25 percent reduction

in time to hire in 2018 (150 days to 112 days). OCHCO will be implementing further process changes during 2020 and 2021 with a goal of an additional seven percent reduction (102 days to 93 days). We will continue the efforts to build upon these initiatives with an 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 acquisition programs and human resource 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. To facilitate this transition, resources have been allocated to develop and expand human capital data analytics capabilities and an integrated talent management approach across OCHCO functional lines.

Additional operational initiatives OCHCO will address as 2021 priorities:

- Continued implementation of for an integrated talent management solution in support of the President's Management Agenda.
- Pursuit of artificial intelligence and robotics process automation to streamline activities and enable high value focus for the workforce.
- Improve transparency of data and insight through robotics process automation and dashboard reporting
- Continued improvement human capital functions to included quality of hires and reduction of average time-to-hire to ensure that HUD maintains an agile, high-performing workforce.
- Continued partnership to improve the quality of services provided by HUD's human capital shared service provider (BFS/ARC) by increasing its accountability for delivery of human capital services.
- 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 ongoing improvement projects.
- Finalize implementation and maintain personnel security case management system to 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 pursue implementation of a customized 360° assessment tools, ideally owned by HUD for workforce competency development and career planning.
- Enhance offerings through courses facilitated and delivered by certified LEARN professionals.
- Utilize a technology tool such as 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.

Consistent with HUD's implementation of OMB Memo 17-22, *Comprehensive Plan for Reforming the Federal Government*, in 2018, OCHCO aligned its resources to improve strategic planning, consultative capacity, and compliance oversight. As a result, it incorporates 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.

The OCHCO, through its Learning, Enrichment, And Resource Network (LEARN), champions the evolution of learning in the Department through 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. In fiscal year 2020, LEARN will conduct data analysis to validate the viability of the Department's Employee Development Strategy (EDS).

LEARN promotes a one HUD "LEARNing" environment which supports the establishment of a customer centered, technically credible and results-driven Departmental learning organization. LEARN creates developmental opportunities to engage the workforce, improve employees' well-being, close skills gaps and increase performance.

As the retirement eligibility of the Department's workforce continues to increase, LEARN is focused on providing relevant developmental opportunities to build bench strength and promote succession management. In this way, it is providing employees with the skills needed to meet HUD's mission.