



The President's Management Agenda

Results-Oriented Accountability for Grants

Rhea Hubbard
The Federal Demonstration Partnership
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Intro to the President's Management Agenda

Most Americans may not think about the Federal Government every day—but when they need Government services, they expect them to work. The President's Management Agenda lays out a long-term vision for modernizing the Federal Government in key areas that will improve the ability of agencies to deliver mission outcomes, provide excellent service, and effectively steward taxpayer dollars on behalf of the American people.





Intro to the President's Management Agenda

Cross-Agency Priority (CAP) Goals have been established to drive implementation of the **President's Management Agenda (PMA)**. These Goals tackle critical government-wide challenges through the three Key Drivers of Transformation under the PMA.

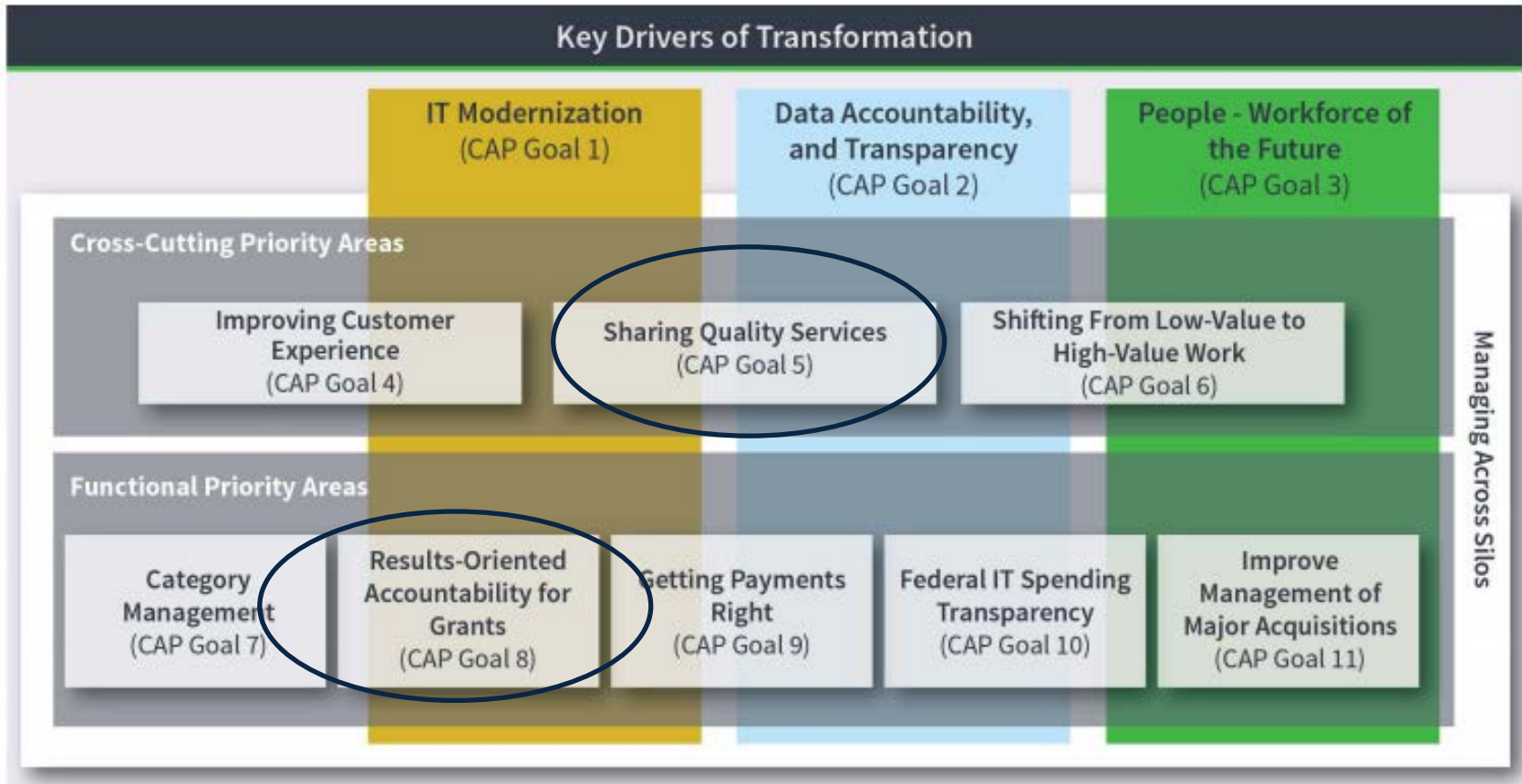
KEY DRIVERS OF TRANSFORMATION



*Across all CAP Goals, Government modernization will be rooted in the intersection of transforming **technology**, **data**, process, and **people** rather than working in silos.*



Intro to the President's Management Agenda





Results-Oriented Accountability for Grants Cross Agency Priority Goal

Maximize the value of grant funding by applying a risk-based, data driven framework that balances compliance requirements with demonstrating successful results for the American taxpayer.

GOAL STATEMENT

For more detailed information on the Grants CAP Goal visit us on
[Performance.gov](https://www.performance.gov)





Results-Oriented Accountability for Grants Cross Agency Priority Goal Strategies



Standardize Business Processes & Data: Standardize grants management business processes & identify, operationalize, standardize, & link data.



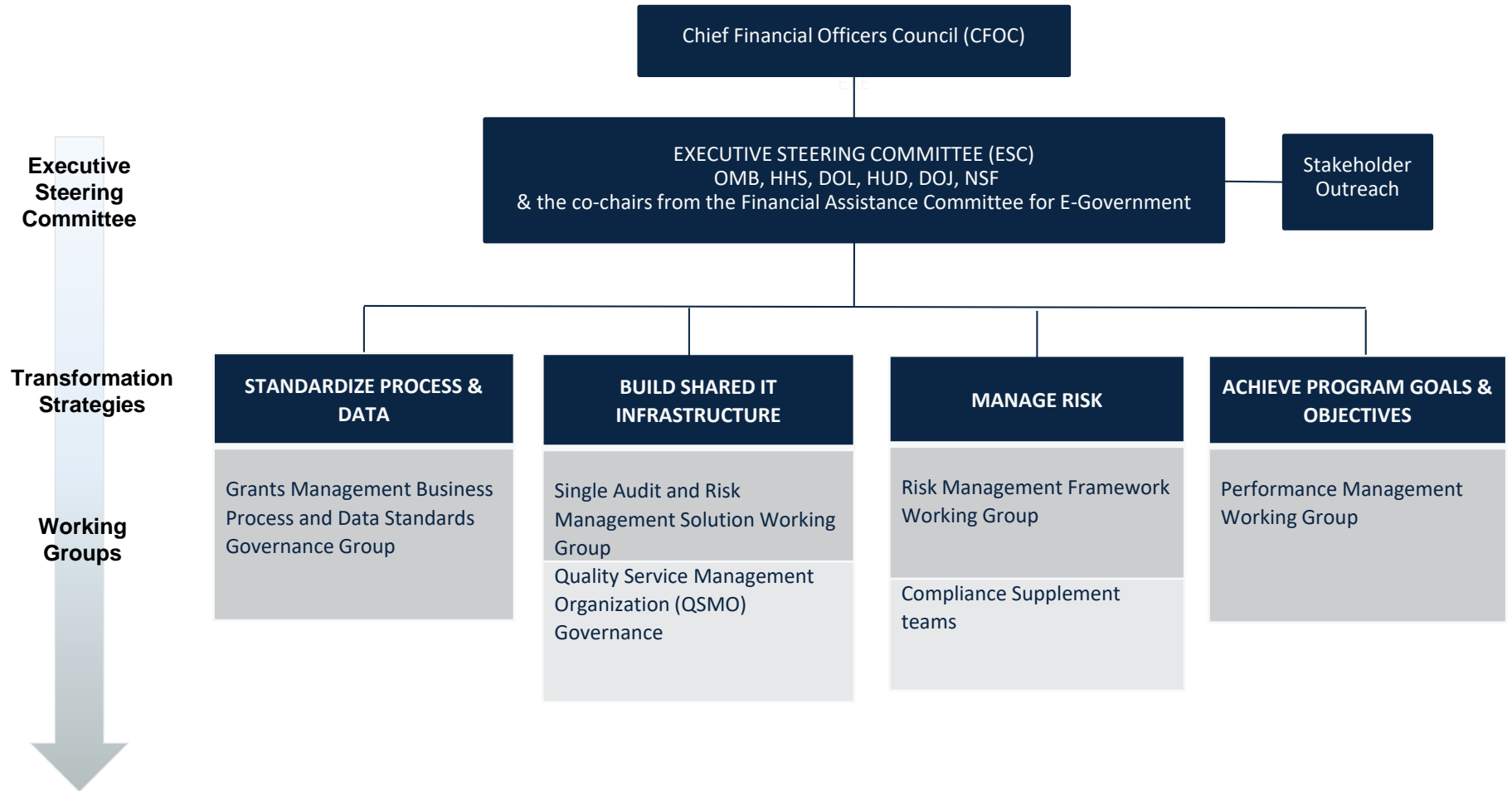
Build Shared IT Infrastructure: Use standard business processes & data to identify opportunities to build shared solutions that reduce burden & improve the user experience.



Manage Risk: Leverage data, including data from annual audits, to assess & manage recipient risk.



Achieve Program Goals & Objectives: Hold recipients accountable for good performance practices that support achievement of program goals & objectives; & streamline burdensome compliance requirements for those that demonstrate results.





Strategy 1: Standardize Business Processes & Data



Standardize Business Processes & Data: Standardize grants management business processes & identify, operationalize, standardize, & link data.

OBJECTIVES

This strategy seeks to develop a government-wide business process and standards for grants management using the Federal Integrated Business Framework (FIBF). Grants Management FIBF work products will inform future shared IT infrastructure solutions for grants. This will also contribute to reducing recipient burden and support faster and more transparent decision making. This strategy supports the Sharing Quality Services and Leveraging Data as a Strategic Asset CAP goals.

KEY MILESTONES

- ✓ Develop a comprehensive map of grants management core capabilities and data elements
- ✓ Release and solicit public feedback on draft standard data elements
- ❑ Finalize and release version 1.0 of core standard data elements
- ❑ Develop and execute a plan for government-wide grants management standards implementation



Strategy 2: Develop Shared IT Infrastructure



Build Shared IT Infrastructure: Use standard business processes & data to identify opportunities to build shared solutions that reduce burden & improve the user experience.

OBJECTIVES

This strategy seeks to use standard business processes and data to identify opportunities to build shared solutions that reduce burden and improve the user experience. Future shared solutions will increase access to and use of data to support powerful analytics, setting the stage for risk-based performance management. This strategy supports the Improving the Efficiency and Effectiveness of Administrative Services Across Government, Leveraging Data as a Strategic Asset, and Modernizing IT to Increase Productivity and Security CAP Goals.

KEY MILESTONES

- ✓ Draft business capabilities for single audit resolution and risk management
- ✓ Conduct Single Audit and Risk Management Industry Demonstration Days
- ❑ Pre-designate Grants QSMO
- ❑ Plan for development and implementation of standardized single audit and risk management solution for grants management



Strategy 2: Develop Shared IT Infrastructure – Success Story



Build Shared IT Infrastructure: Use standard business processes & data to identify opportunities to build shared solutions that reduce burden & improve the user experience.



The Federal government invests approximately \$700 billion through more than 1,800 grant programs annually. Grants support schools and universities that educate our nation, create infrastructure that moves our economy, offer accessibility support for our Veterans, and more. The new, centralized collection of information for the grants management process means applicants only have to submit certification information once annually, instead of every time they apply for a grant. As part of the President's Management Agenda, the Federal government is streamlining the grants management process so grantees can save time and effort on reporting requirements. It's estimated that this process will **reduce administrative burden for grantees such as non-profits, universities, and state, local, & tribal governments by 150,000 hours each year**. Each hour saved means more time to focus on achieving program results.

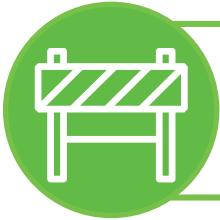
More Efficient Application Submissions Help Grantees Focus on Impact

RESULTS-ORIENTED ACCOUNTABILITY FOR GRANTS





Strategy 3: Manage Risk



Manage Risk: Leverage data, including data from annual audits, to assess & manage recipient risk.

OBJECTIVES

This strategy aims to identify practices and data tools to enable agencies to incorporate performance into their grant award operations. This strategy includes an assessment of current capabilities, piloting promising strategies, and developing a framework so that other agencies can leverage these practices. This strategy also supports the Moving from Low-value to High-value Work CAP Goal.

KEY MILESTONES

- ✓ Draft Risk Management Framework
- ✓ Develop draft 2019 Single Audit Compliance Supplement framework
- ☐ Collaborate with stakeholders to assess input received for risk management framework
- ☐ Issue streamlined 2019 Single Audit Compliance Supplement



Strategy 3: Manage Risk – Success Story



Manage Risk: Leverage data, including data from annual audits, to assess & manage recipient risk.



The U.S. Department of Health and Human Services Head Start Program promotes school readiness of children under five from low-income families. The program awarded \$9.3 billion to 1,540 grantees in 2018. It's important to effectively manage taxpayer resources that make Head Start programs possible. Under the President's Management Agenda the agency assessed which aspects of the program most needed to be audited and where audits can be streamlined while maintaining accountability.

The result? Better programs for children. Vulnerable compliance areas such as improper payments get appropriate attention while giving grantees reduced administrative burden and overhead costs. A reduced audit burden from 11 compliance areas to 6 results in fewer tax dollars spent on paperwork **and more help for the youngest Americans to fulfill their potential.**

More Efficient Auditing Leads to a Better Head Start

RESULTS-ORIENTED ACCOUNTABILITY FOR GRANTS



\$9.3
billion
awarded to
1,540
grantees in 2018

11 compliance review
areas reduced to **6**



Strategy 4: Achieve Program Goals & Objectives



Achieve Program Goals & Objectives: Hold recipients accountable for good performance practices that support achievement of program goals & objectives; & streamline burdensome compliance requirements for those that demonstrate results.

OBJECTIVES

To demonstrate achievement of grant program goals and objectives, recipients need to be held accountable for good performance practices. Once recipients can successfully demonstrate strong performance practices, there may be an opportunity to leverage the risk management framework developed in Strategy 3 to alleviate select compliance requirements. Recognizing this is a long term vision, initial efforts focus on surveying and piloting promising performance practices for specific award categories that may be scaled in the future.

KEY MILESTONES

- ✓ Conduct survey to identify promising performance practices

- ✓ Identify emerging and innovative practices to inform performance management framework

- ❑ Develop draft performance management framework



CAP Goal #5: Sharing Quality Services



Goal Statement: To create a mission-driven government with modern technology and services that enable the workforce to better serve the American taxpayer.

Challenge: Outdated processes and technology, coupled with a culture of compliance, have created an inflexible mission-support environment.

- Common mission support services such as processing hiring transactions, managing finances, closing contracts, and processing payroll cost more than \$25B annually.
- Rather than economizing by sharing across the Federal government, we duplicate contracts, people, and technology across hundreds of locations.
- Thirty eight percent of Federal leaders report low satisfaction with mission support.

Opportunity: Improve the efficiency and effectiveness of the Federal government's mission support services in the short and long term, leading to improved performance, customer experience, and operational costs.

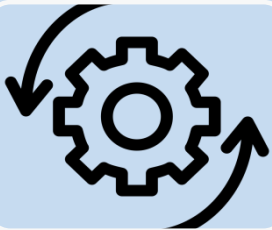


Strategies for Sharing Quality Services



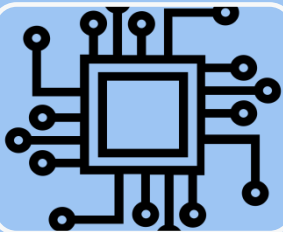
STRATEGY 1: AGREE ON WHAT WE CAN SHARE

The intention to share common mission support functions demonstrates good and effective management, but the work begins prior to sharing any such services. The government must first agree on what activities are common enough to be leveraged across agencies, the standards that are required to perform those activities, and the data that helps drive better decisions.



STRATEGY 2: CREATE BETTER CAPABILITIES FOR THE FUTURE

Identify the lead agencies to offer centralized capabilities for use across the government. Those designated Quality Service Management Offices (QSMOs) will offer both modern technology and transaction processing solutions to drive scale, standardization, and efficiency. This expanded model allow creates flexibility for agencies to leverage services spectrum that best aligns with their mission and current capabilities.



STRATEGY 3: INCREASE USE OF EXISTING SERVICES

Government will increase adoption of established government-wide services using an enhanced, customer-centric operating model. Building on existing infrastructure and economies of scale will provide substantial efficiencies in process and cost. The implementation path for these services is well established and expanding these existing services, with identified enhancements to address historic barriers of adoption, will help inform the model for future services.



Connecting the Strategies *From Laying the Foundation to Service Optimization*

Strategy 1: OMB designates Standards Leads to work with agencies to develop government-wide capabilities for new service areas.

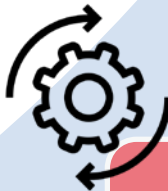
Strategy 2: Once capabilities are agreed upon, QSMOs are designated to offer modern technology and transaction processing solutions to drive scale, standardization, and efficiency.

Strategy 3: Services are mature, demonstrate value, and are customer-centric, thereby qualifying as an “existing service” and use is increased.



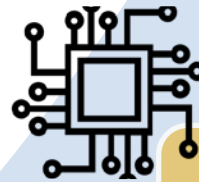
Strategy 1

Agree on what we can share



Strategy 2

Create better capabilities for the future



Strategy 3

Increase use of existing services

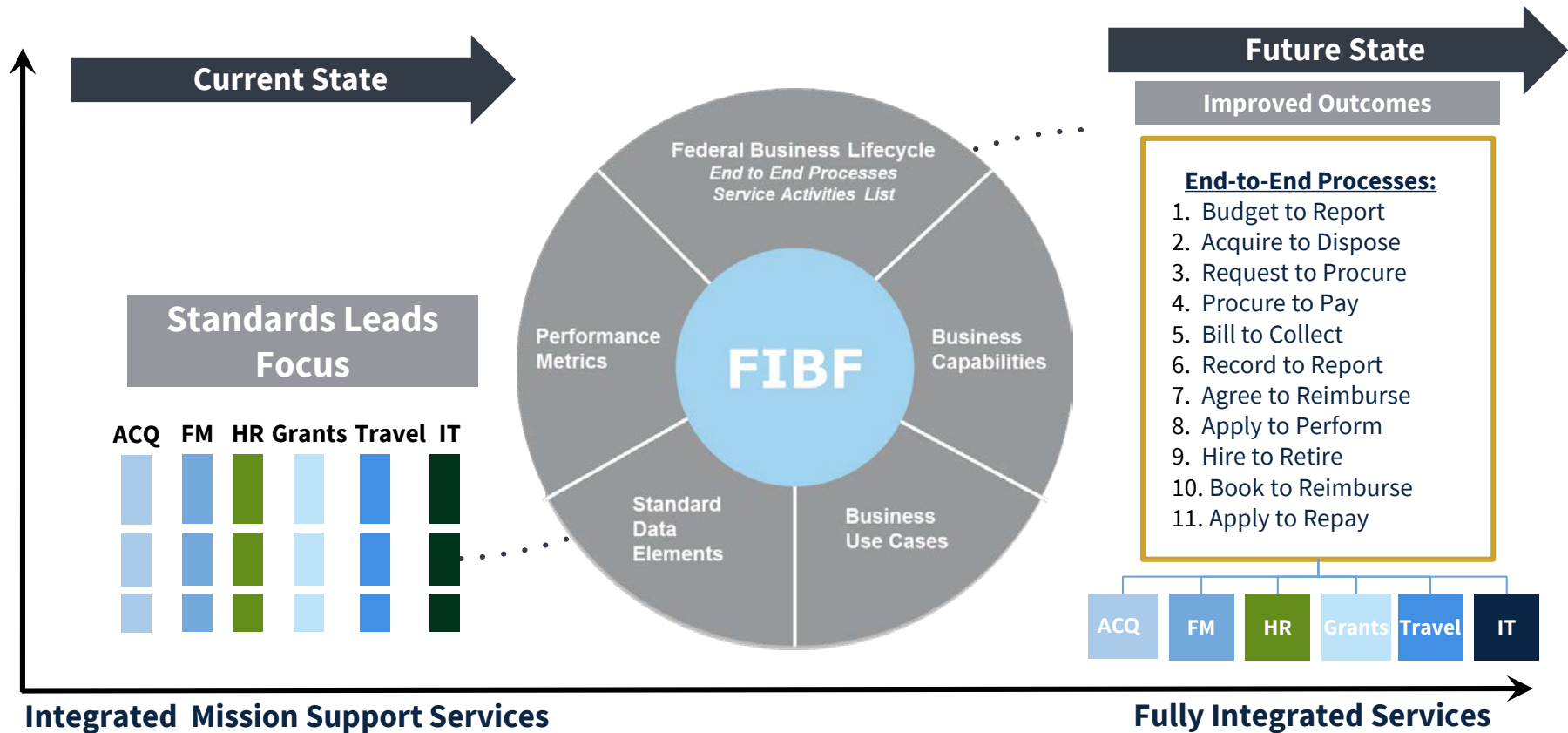


Service Optimization



Agree on What We Can Share *Federal Integrated Business Framework*

The new Federal Integrated Business Framework process will transform the Government from stove-piped, insular functions to process-focused end-to-end business operations.





Create Better Capabilities for the Future

How Agencies will get Support from the QSMO



Agency A



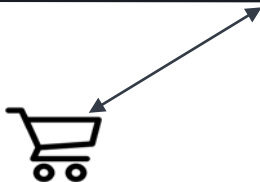
Agency B



Agency C

Quality Service Management Office

Quality Service Management Offices (QSMOs) are located in agencies with the mission and expertise to deliver standard capabilities for other agencies. QSMOs will offer **competitive services** that **drive standardization, integrate solutions,** and **respond to agency business needs**. The QSMO will offer **choice** as to what services or technology agencies can purchase and will be a mix of Federal and commercial support.



Service = Technology		
Vendor A	Vendor B	Federal Solution



Service = Technology + Processing		
Vendor A	Vendor B	Federal Solution



Service = Processing + Subject Matter Experts		
Vendor A	Vendor B	Federal Solution

*Number of vendors is notional; however, competition is necessary.





Create Better Capabilities for the Future *Responsibilities of the Quality Service Management Office*

Quality Service Management Offices (QSMOs) are instrumental to help drive efficiency and effectiveness in the delivery of services.





Relevant OMB Guidance

Memorandum M-18-24: Strategies to Reduce Grant Recipient Burden

- Centralized Certifications and Representations
- Agency Evaluation of Recipient Data
- Adoption of Grants Management Data Standards
- Readiness Assessment

M-19-16 Centralized Mission Support Capabilities for the Federal Government

- Outlines the desired outcomes for shared services
- Describes governance and accountability model





BACKGROUND

Implemented in December 2014, the Uniform Guidance provides a government-wide framework for Federal grants management and is a step towards reducing administrative burden on award recipients

The Uniform Guidance:

- Removed previous, conflicting guidance and established standard language
- Directed the focus of audits on areas that have been identified as at risk for waste, fraud, and abuse
- Provided the groundwork for Federal agencies to standardize the processing of data
- Clarified and updated cost reporting guidelines for award recipients

UPDATES

OMB plans to pursue proposed rulemaking to make revisions to the Uniform Guidance this fall. The intent of the proposed revisions are to provide clarifications aimed at reducing burden for recipients, resolve conflicts within 2 CFR, address statutes enacted since the final guidance was issued, and support the PMA and other Administration priorities.



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<https://digital.gov/communities/grants/>

For more information regarding the President's Management Agenda visit:

<https://www.performance.gov>

For more information regarding grants, including OMB Grants 101 training, please visit:

<https://cfo.gov//grants>