



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-3000

ASSISTANT SECRETARY FOR
ADMINISTRATION/CHIEF INFORMATION OFFICER

April 27, 2006

MEMORANDUM FOR: Carolyn Federoff, President, AFGE Council of HUD Locals, 222
FROM: *Priscilla A. Lewis*
Priscilla A. Lewis, Acting Deputy, Labor and Employee Relations
Division, ARHL
SUBJECT: Office of Personnel and Management (OPM) Human Capital
Assessment and Accountability Framework (HCAAF) for the
Department

In response to your email of April 25, 2006, attached is the Department's HCAAF which was sent to OPM on April 4, 2003.

Attachment



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D.C. 20410-3000

APR 04 2003

OFFICE OF THE ASSISTANT SECRETARY
FOR ADMINISTRATION

Ms. Digna Carballosa
Office of Personnel Management
Human Capital Leadership and Merit
System Accountability
1900 E Street, Room 7665
Washington, DC 20415

Dear Ms. Carballosa:

Enclosed is HUD's Human Capital Assessment and Accountability Framework (HCAAF). Using the HCAAF has allowed HUD an opportunity to determine where we are in Strategic Human Capital Management and to determine our strengths and areas for improvement. HUD found the HCAAF to be a very helpful tool in our understanding of human capital, in helping us to improve our service delivery strategies to ensure that we provide high quality service, and in collaborating within HUD and with other agencies.

We appreciate the assistance and advice you have provided to HUD in developing our Human Capital strategies, including the Human Capital Plan and the HCAAF.

Sincerely,

A handwritten signature in cursive script that reads "Sandra L. Wiggins".

Sandra L. Wiggins
Director, Office of Human Resources

Enclosure

Department of Housing and Urban Development



**Human Capital Assessment and
Accountability
Framework**

April 1, 2003

HUMAN CAPITAL ASSESSMENT AND ACCOUNTABILITY FRAMEWORK

HCAAF

HCAAF is a model and measurement tool, which incorporates the Human Capital Standards for Success and provides additional information to assist agencies with their human capital transformation efforts. The HCAAF looks at how well a Federal agency can deploy the skills, communications, leadership and teamwork that is required and provides specific goals and measures to assess progress for Human Capital Management.

HCAAF is comprised of “six standards.” Each standard is further defined with “Critical Success Factors,” which are actions/results that mark the path toward successful accomplishment of the standards.

The following represents HUD ‘s responses to the “six standards” and “Critical Success Factors.” The responses include linkage with the Human Capital Strategic Plan, HUD ‘s Five Year Departmental Strategic Plan and HUD’s Annual Performance Plan.



1) Agency human capital strategy is aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.

STRATEGIC ALIGNMENT

Critical Success Factor

Human Capital Focus

The agency designs a coherent framework of human capital policies, programs and practices to achieve a shared vision integrated with the agency's strategic plan.

HUD has a Departmental Strategic Human Capital Management Plan, which sets forth the vision, values, goals, objectives, and strategies that HUD deems to be important and significant for future human capital planning and resource management. The Plan outlines a vision of what HUD will be in five years, the values that define the organization, and the strategic goals that will make the vision of the future a reality when fully implemented. The following are HUD's strategic goals for human capital: 1) HUD will have a mission-focused agency; 2) HUD will have a high quality workforce; and, 3) HUD will have an effective succession plan.

HUD made a thorough effort to ensure that its human capital goals are directly linked to and supportive of the six standards outlined in the Human Capital Assessment and Accountability Framework (HCAAF). Human Capital has a prominent role in the Departmental Strategic Plan. The strategies called for in the HUD Strategic Human Capital Management Plan will be tracked and evaluated annually in HUD's Annual Performance Plan (APP). Performance will be measured through reporting requirements consistent with the APP process.

HUD has an Executive Steering Committee for Human Capital Management [the Committee]. The Committee was established expressly to focus on the human capital issues facing the Department. The Committee is comprised of senior executive Departmental leaders who represent a strong corporate knowledge of HUD, a wide range of management perspectives, and seasoned judgment for all of the major programs and services of the Department. The principal task of the Committee was to develop a five-year strategic plan for human capital management. The Committee meets monthly and has developed HUD's strategic vision for human capital and a common set of human capital values that HUD will strive to meet. The Committee is prepared to guide the implementation of the Department's Strategic Human Capital Plan, to assess and improve its impact on human capital planning, resource management, and effective employee engagement, and to continuously reinforce the connection between the accomplishment of human capital goals to HUD's mission. A team has been established and is developing the Department's Implementation/Action Plan.

The critical elements and performance standards for managers and supervisors under the Performance Accountability and Communication System (PACS) and for senior executives under the Executive Performance Accountability and Communication System (EPACS) have been revised to incorporate

the Department's new strategic goals and to incorporate an appropriate link to the Department's human capital strategies, goals, and objectives.

Government-wide Human Capital Collaboration: HUD has an active outreach effort to other agencies to keep abreast of new events, activities, accomplishments, and best practices concerning human capital. HUD has visited and consulted with several agencies having demonstrated both leadership and success with human capital, including the National Aeronautic and Space Administration, Department of Labor, Department of Transportation, and Social Security Administration. HUD has established a strong working relationship with the assigned HUD Liaison from the Office of Personnel Management (OPM) and receives the benefit of continuous consultative advice and guidance. On a regular and recurring basis, HUD utilizes OPM, Office of Management and Budget, and General Accounting Office websites and the myriad of important information that is available from their research findings, special studies, and general program guidance.

Human Resources Collaboration: The Human Resources (HR) staff participates in training and conferences, etc., sponsored by the ranking professional organizations and vendors on strategic management of human capital and various related subjects. These events provide additional exposure to other agencies, and in turn spark an even greater information exchange regarding accomplishments in this area. The end result is a virtual information network and HUD is making full use of all of these opportunities.

HR staff and other key stakeholders, such as administrative officers, operating supervisors and managers, etc., are becoming familiar with and adapting to the Department's human capital strategies. HUD's Executive Steering Committee for Human Capital Management developed the draft plan and received ongoing support from a cadre of HR staff and management analysts who served as management consultants on a host of issues. However, the general HR community in HUD will be formally briefed on the agency's Strategic Human Capital Management Plan in the near future to ensure that all staff members have a sufficient knowledge and understanding of the Plan.

HUD has developed a Statement of Work (SOW) to complete the comprehensive workforce analysis that calls for heavy involvement of the stakeholders with the contractor. The process and procedures for the workforce analysis will be fully briefed to the HR staffs and other key stakeholders before the kick off event for this initiative. As the program offices are reviewed in the workforce analysis and the workforce plans developed, managers and supervisors will have opportunities for significant input, as will the servicing HR staffs. All stakeholders, including training representatives, will have a hand in formulating workforce planning strategies and options to address the problems uncovered in the analysis process. Both the HUD Strategic Human Capital Management Plan and the SOW for workforce planning call for ongoing collaboration between management and HR to maximize the outcomes of the human capital initiatives.

HUD HR Offices have been staffing up to meet the human capital challenges. In Headquarters, a new Human Capital Staff and a new Recruitment Staff were added to the Office of Human Resources. These staffs are dedicated to advancing the Department's human capital strategies. More specialists have been hired for all of the major HR functions and in the HUD Training Academy (HTA) to ensure a qualified cadre of HR and HTA professionals to partner with line managers. Additional HR positions have been filled in the Field to provide support to local line managers. However, there is still

work to be done to fully define core competencies and to identify and address any skills gaps that may exist.

To promote a strong awareness of human capital among employees, HUD's Strategic Human Capital Management Plan was posted on the HUD intranet to share with HUD staff in both Headquarters and Field locations. Employees and union officials were encouraged to read the plan, given an open period to raise questions and concerns, and submit comments and suggestions. All responses from HUD employees were carefully reviewed and considered.

HR managers are considering options for reaffirming strong relationships with line managers where previously HR was sought primarily to fulfill only a "paper processing" role. Now, the quest is to forge a new relationship with management to view the HR staff as professional consultants. Similarly, there is a need to provide an orientation to HR professionals to get them acclimated to serving line managers, accurately and confidently, as HR consultants. The mechanics of this new bonding effort [with managers] will be addressed as HUD moves forward with the implementation of its Strategic Human Capital Management Plan, the Strategic Human Resource Management Accountability System and the comprehensive workforce analysis.

2) *Agency is citizen-centered, delayed and mission-focused, and leverages Government and competitive sourcing.*

WORKFORCE PLANNING AND DEPLOYMENT

Critical Success Factors:

Workforce Planning

The agency has an explicit workforce planning strategy, linked to the agency's strategic and programming planning efforts to identify its current and future human capital needs, including the size of the workforce, its deployment across the organization, and the competencies needed for the agency to fulfill its mission. The efforts are geared to creating a citizen-centered, results-oriented, market-based organization.

The SOW to complete the workforce analysis requires a systematic process for identifying the human capital required to meet organizational goals and the resulting individual workforce plans for the program offices include specific strategies to meet these requirements for both Headquarters and field locations. In addition to the workforce analysis, program and support offices are conducting preliminary analysis of their current, short-term staffing and skill needs.

The workforce analysis will confirm mission-critical positions and identify skills gaps and imbalances through reviewing agency demographics and retirement rates. The workforce analysis also will provide options and recommendations for training and targeted recruitment to address these issues. Priority will be given to positions identified as "mission-critical."

An enhanced Intern Program has been designed to bring new talent into the Department. In 2002, over 200 interns were hired and placed in program office areas that were most vulnerable to retirements. The new program bring Presidential Management, Federal Career, and Legal Honors interns together in a cohesive effort to begin to develop the next generation of HUD. Last August, a comprehensive four-day orientation was held in Washington, DC and included a bus trip to Baltimore, Maryland field office where the interns were able to see HUD program in action in an urban environment.

Workforce Deployment: HUD has addressed the need to reduce organizational layers and eliminate redundancy in its Strategic Human Capital Management Plan. The implementation of this plan will result in program and support offices being operated at established staffing levels, managers and supervisors being provided with regular status reports containing real-time information, and determining the optimal supervisor/employee ratios for each program area.

HUD is seeking a comprehensive evaluation of the overall workforce planning effort with recommendations for enhancements, as appropriate, to ensure that managers and supervisors have processes and procedures in place to effectively assess and analyze their workforce needs, regularly and geographically, well into the future.

3) Agency leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

LEADERSHIP & KNOWLEDGE MANAGEMENT

Critical Success Factor

Leadership Planning and Implementation (SES, Managers, and Supervisors)

The organization identifies leadership competencies and establishes objectives and strategies to address them.

As previously stated in the Departmental Strategic Human Capital Management Plan, all three of HUD's human capital goals speak to the critical success factors of this standard. The HTA has in place a Five-Year Strategic Training Plan (Fiscal Year 2002 – Fiscal Year 2007) that provides a discussion of strategies and specific initiatives, data and other related issues that are a direct link to the Department's Strategic Objectives. This plan focuses on enabling the HTA to meet the critical leadership, management and professional development goals as identified in the Department's workforce and succession plans. That process includes developing employees, supervisors, managers and executives to fill the professional, technical, administrative and managerial positions that will become available due to retirements over the next three to five years. The plan focuses on: 1) a new comprehensive and fully integrated curricula in leadership and management, program technical areas, and employee core competency and professional skill development; 2) a comprehensive training and measurement evaluation system; 3) the creation of a cadre of volunteer senior HUD faculty and subject matter experts to ensure the transfer of knowledge from senior HUD professionals to the current workforce and its successors; 4) installation of a comprehensive customer satisfaction measurement system to track training service levels and identify new opportunities to deliver value to HUD employees and leadership; and, 5) implementation for a multimedia communications and marketing program to increase information about training and results, as well as build the visibility of HUD's leadership support for the development of a learning culture throughout HUD.

Change Management: The HTA provides a variety of training mechanisms for senior leaders to support and meet the requirements for staff training in areas of personnel protection, i.e., ethics, sexual harassment, non-discrimination, etc. All HUD employees are required to take a course in sexual harassment, which is offered through the HUD Virtual University (HVU).

Strategic Knowledge Management: Operation Brain Trust, a knowledge transfer program designed to capture the knowledge and experience of HUD senior professionals and leaders and pass it onto other employees was created to address a major concern that the Department may lose more than 50% of its staff over the next three to five years due to retirement, thereby, compromising access to and delivery of many essential services to HUD clients. This initiative will be implemented over three phases: Phase One: Training, Development and Delivery; Phase Two: "The Living Legacy Project" – HTA Professors will be paired with HUD Interns (Brain Trust Scholars) and would have the learning opportunity to shadow professors for on-the-job training, and Phase Three: "The Electronic Message Board": -- the electronic message board will be an avenue for HUD staff to post questions to the HTA

Professors. The agency has in place an intranet system available to all HUD employees. So far, HUD has trained 30 of these subject matter "professors" on course design, development and delivery. This Council has submitted 25 course outlines covering specific mission critical areas that are to be deployed with the assistance of HTA.

Continuous Learning and Improvement: The HTA has incorporated three strategic priorities to enhance continuous learning strategies within the Department. These strategies include: 1) developing three comprehensive training and development curricula that consist of a full range of professional and continuing career development tools, certification programs and external partnerships to help all HUD employees plan their career development and advancement and achieve their full potential within the Department; 2) developing training programs that are directly linked to core competencies for critical job occupations within the Department; and, 3) recruiting a volunteer faculty comprised of experienced leaders, managers, retirees, and subject matter experts to develop and deliver HUD specific training and development programs. This method will allow for the knowledge transfer of the "professor's" knowledge and expertise to new or less experienced HUD employees.

The HTA is in the process of developing a validated Integrated Competency Model (ICM), which will integrate the knowledge, skills, and abilities and behaviors required to perform the functions of the critical occupational series (core business functions) identified in Department's Strategic Plan. Once completed, the ICM will be made available to all HUD employees. Core competencies have been developed for seven mission critical positions. The core competencies cover approximately 11 occupational series.

The HTA offers and supports a number of relevant learning and educational tools for HUD staff to meet their employee development needs. They are: 1) the HUD Virtual University (HVU), which offers continuous access to over 2,000 professional development and technical learning courses 24 hours per day, 7 days per week, using the intranet or the internet; and 2) HTA's Distance Learning Center, which provides high quality, focused, application-oriented learning with "just-in-time" practical application support. All courses are competency/skill based and cut across organizational lines. The HTA will integrate the core competencies identified in the three curriculum based leadership and development programs with the relevant courseware on the HVU. This will allow HUD employees to identify courses to build key competencies and place them into individual learning plans online.

HTA's Strategic Plan includes a measurement and evaluation approach to assess the overall effectiveness of training as well as the impact of employee training and development on the achievement of HUD's Strategic Goals and Objectives. This approach will measure training effectiveness, results and satisfaction at the individual employee level, at the work team level and supervisory level throughout the Department.

4) Agency has a diverse, results-oriented, high performing workforce, and has a performance management system that effectively differentiates between high and low performance and links individual/team/unit performance to organizational goals and desired results.

RESULTS-ORIENTED PERFORMANCE CULTURE

Critical Success Factor:

Performance Management

Performance management establishes managerial and individual performance expectations, evaluates results, holds people accountable, and gives performance recognition, all of which is linked to key organizational goals, desired results, and mission.

This factor addresses Goal 2 – Objective 5 in the Departmental Strategic Human Capital Management Plan. The performance management systems for employees, managers and supervisors, and senior executives have been modified to encompass the Department's strategic goals. These systems will be reviewed annually to ensure that they clearly communicate the agency's mission, goals, and expectations; that performance standards are reflective of the agency's mission and goals; that awards and recognition are linked to organizational objectives and program priorities; and that awards and recognition programs are adequately funded so that awards and recognition can consistently and regularly be awarded to all employees.

The critical elements and performance standards for managers and supervisors under the Performance Accountability and Communication System (PACS) and for Senior Executive Service (SES) members under the Executive Performance Accountability and Communication System (EPACS) have been revised to incorporate the Department's new strategic goals and to incorporate an appropriate link to the Department's human capital strategies, goals, and objectives.

HUD currently has a five-tier appraisal system for non-supervisory employees [Outstanding, Highly Satisfactory, Fully Satisfactory, Marginal, and Unsatisfactory]. HUD supervisors are currently under a pass/fail system where they may be rewarded for performance throughout the year. HUD's SES performance management system has three levels [Fully Successful, Minimally Successful, and Unsatisfactory]. Progress reviews are held at least once a year with an annual review held after the performance cycle has ended. Managers, supervisors and senior executives take this time to identify developmental needs and discuss them with employees.

The Department's performance management systems require collaboration between the employee and the manager or supervisor in developing performance standards that clearly articulate the performance expectations and their connection with the Departmental strategic plan. Employees are held accountable for achieving results that support the Department's strategic plan. Employees, managers and supervisors and senior executives are encouraged to seek ways to improve their service delivery.

The achievements of employees, supervisors and managers and senior executives are recognized throughout the year and at the end of their respective performance cycles.

Labor/Employee Relations: Management and the union agree that labor-management relations within the Department are strengthened by the participation of employees in the formulation and implementation of personnel policies and practices relating to their conditions of employment and through constructive and cooperative relationships with labor organizations. HUD considers the input of the labor unions on numerous issues and concerns of its constituents. In addition, the Department has implemented an Alternate Dispute Resolution (ADR) Program to informally resolve issues whenever possible.

Under HUD's five-level rating system, if an employee's performance falls below Fully Successful to the Marginally Successful level, the supervisor issues the employee a memorandum called a performance improvement plan. This memorandum identifies the Marginally Successful critical element(s) performance plan. For each critical element, the memorandum describes the performance deficiencies, and informs the employee what he/she must do to improve to the Fully Successful level and what the supervisor will do to help the employee to improve. This memorandum remains in effect until the performance improves to the Fully Successful level, or until the rating period ends.

The Department follows procedures consistent with Title 5, Code of Federal Regulations, Part 432 for performance that is Unacceptable. The employee is given a written "opportunity to improve" plan, which identifies the critical element(s) for which the employee's performance is at the Unacceptable level, describes performance deficiencies for the element(s), informs the employee of a Marginally Successful performance standard for the element(s), informs the employee of the time frame allowed, i.e., opportunity period, to improve performance to the Marginally Successful level, informs the employee of the assistance the supervisor will provide to improve performance, and informs the employee of the consequences of failing to improve performance to the required level by the end of the opportunity to improve period. If by the end of the opportunity period the employee fails to improve performance, management will take appropriate action, e.g., reassignment or performance-based reduction-in-grade or removal actions. In this event, supervisors receive advice and assistance from HR Specialists, consistent with policies and procedures set forth in the Department's Handbook, 432.1, Performance-Based Reduction-in-Grade and Removal Actions, and applicable union agreements. OHR provides training to supervisors, a desk guide that is distributed to all supervisors, and a Manager's Guide to Performance and Conduct.

Awards: The Department's awards program is defined and articulated by the Office of Human Resources. The program is being reviewed to ensure that it fully supports appropriate, timely awards and recognition for employees for their work in achieving the agency's strategic goals as well as seeking innovative ways to reward and recognize employee contributions. The Department has three awards that fall under the non-monetary awards category, Honorary Award, Spot Award, and the Time Off Award.

Diversity: The Office of Departmental Equal Employment Opportunity (ODEEO) monitors agency selections, analyzes workforce data, and identifies diversity deficiencies. ODEEO has posters throughout HUD buildings highlighting the principles of EEO. They also provide regular training on EEO. ODEEO has also established an ADR program to informally resolve issues and complaints.

5) Agency has closed most mission-critical skills, knowledge, and competency gaps/deficiencies, and has made meaningful progress toward closing all.

TALENT

Critical Success Factors

Workforce Analysis

The agency identifies, through a systematic process, mission-critical occupations and competencies needed in the current and future workforce, and develops strategies to close the gaps

This factor addresses Goal 2 and Goal 3 under the Strategic Human Capital Management Plan.

The HTA is defining and implementing HUD-wide core competencies for the top occupational series identified in the FY00 Succession Plan and associating those competencies with both new and existing HTA training and development offerings. The competency structure will be supported by a set of three to four competency maps, depending upon the outcome of the interviews and validation process, which will identify the core competencies, competency cluster, and the definition and behaviors associated with each competency.

The workforce analysis when completed will confirm mission critical positions and identify skills gaps and imbalances through reviewing agency demographics and retirement rates. The workforce analysis will provide options and recommendations for training a targeted recruitment to address these issues. Priority will be given to positions identified as "mission-critical".

Recruitment. A Recruitment Team has been established within the Office of Human Resources. This team has drafted a Workforce Recruitment and Retention Plan that will incorporate the involvement of senior leaders, managers and supervisors as it relates to their program areas and the Department, as a whole, in order to finalize plans for implementation.

The Department will implement a Strategic Human Capital Plan and Workforce Recruitment/Retention Plan that will play an integral part in assessing the agency's ability to attract/acquire talent externally and promote/retain quality talent internally. As part of its recruitment and retention strategy, the Department will review its current application process to determine if it is "applicant friendly" and will remove barriers or processes that discourage quality applicants from applying.

The Office of Human Resources will review the Department's recruitment, hiring and merit promotion programs to ensure that such programs and policies work in concert with the Department's Strategic Human Capital Plan.

Work/Life Programs: The Department utilizes work/life flexibilities, which may include telework, childcare facilities, childcare subsidy, transportation subsidy, employee assistance programs, and

flexible work schedules. The new Recruitment Team will market these flexibilities in addition to employee benefits, i.e., retirement, thrift savings plan, health and life insurance, locality pay and leave (which includes family/medical leave).

6) Agency human capital decisions are guided by a data-driven, results-oriented planning and accountability system."

ACCOUNTABILITY

Critical Success Factor

Agency-wide System for Ensuring Accountability in Human Capital

The processes and activities outlined under this Standard are used throughout the critical success factors described in this framework. This ensures that over time people are managed efficiently and effectively and in accordance with the merit system principles, veterans' preference, and related public policies to support the agency-shared vision

The critical success factor for this standard requires an agency-wide system for ensuring accountability in human capital. The final section of the HUD HCAAF explains how the Department will ensure agency-wide responsibility for Accountability, specifically in accordance with merit system principles, veteran's preference, and related public policies. Specific actions reflecting the intent of this factor can be found throughout HUD's Strategic Human Capital Management Plan.

Human Capital Accountability: HUD's Executive Steering Committee for Human Capital Management composed of the Assistant Secretary for Administration and senior officials from major program offices throughout HUD was formed to begin work on planning for the future of the Department. The Strategic Human Capital Management Plan is a five-year vision of where HUD would like to be. Within this plan, strategic priorities are identified to establish processes and information systems within HUD to achieve our Plan's goals, objectives, and strategies. Over the next five years, the Department will continue to evaluate its organizational structure to streamline and improve the efficiency and effectiveness of HUD's programs and performance, consistent with the goals outlined in the President's Management Agenda.

HUD is in the process of establishing and updating the Personnel Management Evaluation (PME) system to be aligned with the strategic goals. As part of the revised PME system, OHR will develop a Self-Assessment Guide for Human Resources (HR) Specialists. This guide will give HR Specialists a tool that will assess how well program goals and objectives are being met. The updated PME system will link HRM to the Department's Strategic Plan and the Strategic Human Capital Plan goals and objectives and hold headquarters, field activities, as well as individuals accountable for achieving results. The information gathered from PMEs will be used to determine whether HRM is helping the Department meet its mission. The PME system will ensure that over time people are managed efficiently and effectively and in accordance with merit system principles, veterans' preference, and related HR policies. The process used to assess human resources management within HUD will be revised to meet the following goals:

1) achieve process improvement in service delivery; 2) continue to ensure that the Department meets its legal and regulatory obligations; 3) focus on identifying and eliminating systemic problems rather than dwelling on historical issues; and 4) minimize the workload associated with assessment by

eliminating duplicate inspections, minimizing preparation requirements for HR Specialists, and making use of Department-wide tools and data whenever possible.

Existing HR assessment tools. Quality Management Review (QMR) evaluations are performed by peers and are based on objective, written standards for successful performance. The QMR Program provides managers with an early warning mechanism to identify operational problems before they reach a critical stage. It also provides a platform for recognizing exemplary ways of accomplishing HUD's mission. In addition to the management assessment of how well an office is administering HUD programs and services, the reviews include a customer perspective and feedback on how employees perceive the office leadership and the organization

The Office of Administration participates in QMRs with assessments in the following areas; Staffing, Recruitment and Placement, Classification, Employee and Labor Relations, and Training and Employee Development. The Department selects 10 field sites each year to be reviewed for program compliance. Last year, 11 field offices were evaluated under the QMR Program and this year 10 are scheduled for review. This year, HUD's Employee Service Center will be reviewed as part of the Chicago Office review. Information gathered from QMRs will be used to assist in the assessment of the effectiveness of HRM.

HUD currently has two systems [Resources Estimation and Allocation Process (REAP) and Total Estimation and Allocation Mechanism (TEAM)] in place that are management tools for resource management. TEAM gathers information on actual time spent performing key functions within each program area. REAP is HUD's system for determining the amount of resources needed for successful program operation and implementation.