

30 Day Planning Document

Name of Office: Office of Housing Systems and Technology

1) What the Office currently does/how it Operates:

- **Where are we today?**

The Office of Housing Systems and Technology is the central point for the development, submission, review, monitoring, and revisions of the IT Investment Portfolio (Working Capital Fund) for Housing. The staff serves as system liaisons between Program office and OCIO staff to manage the entire Systems Development Lifecycle (SDLC) in accordance with HUD's System Development Methodology (SDM). The staff manages the Working Capital Budget for all of Housing's automated systems, coordinates and supports tasks related to Project Management, the IT Investment Management Process, responds to audits, prepares and submits materials required under OMB Circulars, works directly with the Office of the Chief Information Officer and Office of the Chief Financial Officer on issues and needs related to the Working Capital fund and IT investment processes, and responds to other oversight requests.

OVERSIGHT: There are monthly, quarterly, semi-annual and annual reporting requirements that Housing must respond to in order to satisfy oversight activities from OCIO, OMB, GAO, the Inspector General and the financial audit process.

The Office of Housing Systems and Technology is the Housing entity that coordinates all responses to oversight requests related to the Working Capital Fund activities during each Fiscal Year. The Federal Government imposes many different oversight requirements on agencies, including the OMB Exhibit 300 (sample attached) reports for major initiatives, OMB Circular A-127 and A-130 reviews, OCIO Control reviews, GAO and IG audit requests and the annual FHA Financial Audit. In addition, each month, initiatives are required to update their Project Plans and to justify any variances from planned costs or schedules. Members of the Office of Housing Systems and Technology staff represents Housing on the Department's Portfolio Management Review Board (PMRB) and the Data Control Board.

BUDGET: The Office of Housing Systems and Technology works to assist Program Area and OCIO staff in developing and justifying the Working Capital and FHA Fund requests for each Housing system. The Office tracks the commitment, obligation and expenditure of those funds throughout the portfolio lifecycle. The Office is responsible for managing changes to the system budgets and ensuring changes are adequately justified. A budget increase for a system must have a source of funding identified. The Office is responsible for analysis of all the other Housing system budgets to identify potential funding to meet

changed needs, securing agreement of the system owners to changes, and formal submission of the changes to the Office of the Chief Information Officer.

The Office of Housing Systems and Technology staff represents Housing on the Technology Investment Board (TIB) Working Group and is the alternate for the Office of the Assistant Secretary / FHA Commissioner to the TIB Executive Committee (TIBEC) on all system budget issues. The Office of Housing Systems and Technology manages the process to resolve Housing Budget issues by coordinating with the OCIO, the Office of the Chief Financial Officer (OCFO) and Housing Program Office staff.

PROCUREMENT: Staff from OCIO, The Office of Housing Systems and Technology and Housing Program work together to develop Procurement Plans to utilize approved budgets, and then to perform the additional tasks to initiate and execute Procurement Actions. OCIO staff initiates the requests for contract actions and The Office of Housing Systems and Technology manages the concurrence process within Housing. The Office of Housing Systems and Technology then works with OCIO as needed on the development of the Statement of Work and tracking of procurement activities. The Office of Housing Systems and Technology helps track the commitment and obligation of funds in HUDCAPS, assists with submission of procurement actions to the CMRB, and monitors the budget allotments against active contracts.

▪ **How do our customers/clients see us?**

The Office of Housing Systems and Technology is the primary contact point for all of the system activities in the Office of Housing. The Office must rely on the Housing program office staff to document business needs. The Office works with the program offices to translate business needs into the type of material required for the business cases in the IT Investment Management (ITIM) process. In general, our customers and clients see us as a group that does advice and guidance on the annual IT investment submission. We take the ITIM submission requirements and compile them down to specific sets of required information and key content lists for each set. We then identify the responsible or lead staff for each set of information, such as the IT GTM's supporting Housing or the specific Housing program office staffs. Our customers and clients may feel we are nags as we track completion of materials against the submission requirements and follow on items not completed. The Office staff also review and critique the submission and provide advice on improvements to the business cases.

We have received occasional comments asking why doesn't the Office prepare more of the materials on our own. Many of the items required under the ITIM process must come from the program offices or the IT staff in the Office of the Chief Information Officer. This Office does not originate or define business requirements. This Office is not charged with the duties performed by the Chief Information Officer's IT staff such as estimating the cost of system development

efforts or executing the duties of the Government technical Monitors for IT contracts. However, the level of our service has declined over the past three years. This Office has suffered a 50% staff loss in the few years. At the same time the scope and complexity of materials required for the ITIM process has expanded. As a result, the Office has to focus on the most critical path items and lacks the resources to provide some of the services previously supported.

- **How do we see the business environment and ourselves**
The business environment for Housing is one of continued reduction in staff resources, reduced budgetary resources with growing pressures to cut even more, and no expectation that effective succession planning will occur before a significant portion of the staff retire. At the same time, every line of business must deal with the requirements to develop and implement a Target Enterprise Architecture, address e-Gov requirements, and modernize their IT environment with effective integrated systems.

Staff in the Office see their activities as:

- Assist the program offices to secure funding and proceed to implement systems that meet their business needs.
 - Provide advice and guidance on how present their needs and submit the best business cases possible.
 - Provide input on project plans and guidance to ensure the periodic Earned Value Management reviews are acceptable.
 - Work directly with program staff and IT staff to ensure effective planning and action is taken to comply with the Target Enterprise Architectures.
 - Recognize and point out common functionality in Housing Systems and common business processes across multiple Housing offices.
- **How are we organized?** Under the Deputy Assistant Secretary for Finance and Budget, the Office of Housing Systems and Technology is the central office for coordination of all of Housing's system activities. Each member of the Office has a primary responsibility to serve as systems liaison for several systems and provide backup for others as needed.

2) Who do we serve:

- **Who are our stakeholders?**

The Office of Housing Systems and Technology works in tandem with the Office of the Chief Information Officer (OCIO) and Housing program staff from Single Family Housing, Multifamily Housing, Manufactured Housing and Regulatory Affairs, Finance and Budget, Housing Operations, Insured Health Care Facilities, and Affordable Housing Preservation to manage the budgetary, oversight and procurement activities required to keep Housing's systems functional.

and maintenance of all Housing systems within a multi-year plan that will successfully implement the Target Enterprise Architectures

6) Business Process Reengineering:

The Office is a services, assessment, oversight and reporting operations and does not define or execute business processes in terms suitable for BPR analysis. The ITIM business processes we execute are defined and imposed primarily from the Office of the Chief Information Officer. The Request for Contract Action processes are defined by the Chief Procurement Officer. While we are not in a position to execute a formal BPR on these externally imposed processes, we do provide feedback to the source offices on the efficacy and costs of the procedures. Internally, we do frequent assessment of workloads and reassign responsibilities to deal with changing requirements.

7) What we have now – staff, FTEs, skill sets:

Office Director: Gray Campbell – GS-15

Deputy Office Director – Mohini Anand GS-15

Management Analyst - Kris Lasley – GS-14

Management Analyst - Michele Snyder – GS-14 (75% of her time)

Management Analyst - Ruby Penny Morse – GS-13

Management Analyst - Wanda Morrison – GS-12

Management Analyst - Vanessa Boone – GS-12

(On full-time detail - Management Analyst – Bonnie Harris – GS-14)

Analytical and Writing Skills: Mixed proficiency level. A few members of the Office have good skills, but, the total resource in this area is inadequate

Budgetary and Financial Analysis Skills: Weak. Only a couple of the Office members have the level of skills required.

Project Management Skills: Marginal. Most of the staff completed the Project Management Institute (PMI) training course, but this course primarily process and documentation oriented. It did not provide hands-on training. Half the staff lacks proficiency in the development and maintenance of a project plan.

Program Knowledge and Experience: Mixed, often limited to a few areas of Housing. Few have service time in Housing program offices.

8) What the strategic vision means we will require – staff FTEs, skill sets:

There are 46 official Housing systems. With plans to reduce the ITIM submission numbers to roughly a dozen through consolidated submissions mapped to Line of Business Target Enterprise Architectures, the staff is still woefully inadequate to properly address the workload. At a minimum, there should be one staff person for each consolidated project. Skill sets need to be enhanced with writing, analytical, and budgetary process, and project management skills equal to the complexity and importance of the initiatives.

9) Gaps between what we have and what we will need - staff, FTEs, skill sets:

FTE: From 6 staff to 12 (count excludes Director and Deputy) or roughly one per initiative.

SKILLS: Need staff with the education and/or work experience demonstrating sound skill in Project Management, Budgetary and Financial Analysis, and Writing. Ideally, staff should have a broader and longer experience with a range of Housing programs.

10) How will we address skill imbalance?

This is quite hard to do. Some improvement in project management skills is possible if the few staff with experience could spend several hours a week simply developing, reviewing and updating plans in a one-on-one environment with a staff person with little experience. A series of formal training course in budgetary and financial analysis disciplines would help in that area. The imbalance in writing skills is harder to manage. Essentially, skills in this area take years to develop. It would be better to do external hiring with a level of educational accomplish as a factor for selection.

11) What retention, training, recruitment, and hiring strategies are being implemented to help ensure that we will continue to have a high-quality, diverse workforce?

The average age of the Office staff is 51. The average service is 25 years. Three of the staff can retire now, one more next year, and another can retire in 3 years. Little funding is available for training and what is available has to be focused on areas where the risk to the program operations is greatest. This office was permitted only one external hiring effort on the past year and that was never completed as a

freeze on hiring was imposed shortly after a selection was made, but not issued by Human Resources. All other hiring has been limited to internal selections within Housing. Essentially we are cannibalizing the organization. Worse, it has been so long since any measurable external hiring has occurred, that the available pool of skilled staff not already in higher grade positions is inadequate.

12) How would we respond if we had to downsize?

The Office of Housing Systems and Technology cannot afford to downsize without reducing the workload or having a negative impact on the extent and quality of services provided by the staff. Recently the office lost a highly competent GS-14 level management analyst. One senior staff person is detailed full-time to a special project and another member is working 75% for the Office and is also detailed part-time to a special project. Another staff member is unable to commit 100% because of health issues.

So, downsize what? With a +50% staff reduction in just a few years we have already done a lot of downsizing.

12) Development of the workforce plan:

An adequate workforce plans would consist of:

- Establish a reasonable staff level.
- Hire entry external level staff with a good educational background, or hire at a slightly higher level, staff with a few years of experience in work requiring the skills listed above.
- Hire in numbers linked to the projected attrition rate.
- For entry-level actions, hire at least 4 years in advance, but no less than 2 years in advance of the projected attrition date for any level of hire
- Provide a long-term training curriculum linked to rotational assignments in Housing and related offices.

Attachment

Office of Systems and Technology

Major Responsibilities

1. Strategic Planning and Oversight

- a. Complete OCIO's IT Investment requirements, i.e. Select Process, Control Reviews, Monthly Project Plan updates etc. on timely basis
- b. Coordinate and support completion of OMB Exhibit 300 reports
- c. Prepare annual procurement plan
- d. Provide appropriate analyses and responses to following audits:
 - i. A-11 – Inventory of Financial management Systems,
 - ii. A-123 FMFIA Certification,
 - iii. A-76 Commercial Activities Inventory,
 - iv. A-127 audits,
 - v. A-130 reviews,
 - vi. FHA Financial Statements
- e. Update Corrective Action Plans on bi-monthly basis
- f. Support and participate in Housing and Departmental team initiatives, i.e. eGovernment, eSign, Data Quality Improvement Plan, and TIB Working Group

2. Managing Housing's IT Investment Budget

- a. Submit Housing's Fiscal Year budget request
- b. Complete the Fiscal Year budget process
- c. Begin next Fiscal Year's systems budget cycle
- d. Track and assess progress of systems investments
- e. Represent Housing in the TIB Working Group Meetings
- f. Perform Mid-Year reviews
- g. Prepare Fix-it plans as needed
- h. Respond to CIO I-TIPS scoring

3. Effective Project management

- a. Serve as liaisons for all Housing systems
- b. Coordinate, monitor and ensure timely completion of electronic Capital Planning Investment Control (eCPIC) documentation requirements
- c. Assist IT Project Leaders with Microsoft project plans

- d. Pursue remediation of eCPIC deficiencies
- e. Report progress including planned vs. actual levels of work and cost. Maintain budget information, provide data and periodic reports on status and expenditures
- f. Track and report issues/problems

4. Integrated business Work Environment

- a. Compile and maintain lists of prioritized tasks for all Housing systems
- b. Reprioritize requests across Housing and finalize within TIB approved budget

5. Manage requests for Contract Actions

- a. Record and track all requests for contract actions
- b. Represent Housing in the procurement related meetings

Major Responsibilities

Office of Systems and Technology Responsibilities

The Office of Systems and Technology (OST) has a strategic responsibility for the definition, design, integration and maintenance of all Housing systems within a multi-year plan. The Office is responsible for ensuring that Housing's system plans are integrated at the Departmental level. Each member of the Office has a primary responsibility to serve as systems liaison for several systems and provide backup for others as needed.

The Office is responsible for operational oversight of current activities including monitoring system plans, progress and expenditures against the project and annual budget and making recommendations on adjustments to meet changing needs. At a system and infrastructure level, the Office is responsible for integrating the logistical activities and the strategic goals of Housing. This includes ensuring all Housing systems activities have a Project Work Plan structured to match Housing's mandatory high level tasks structure and that all products and deliverables required under the System Design Methodology are produced.

The Office does not make program operational decisions but ensures that such decisions occur in a timely and complete manner. In order to facilitate this, each Housing system initiative has a project leader designated from the responsible Housing program office, an IT project lead, and a liaison from the office of Systems and Technology.

The Office is responsible for ensuring resources are committed, requirements gathered, and issues promptly raised to the appropriate program officials and resolved without delay. It is responsible for gathering and presenting analyses of issues and making recommendations based on input from the programmatic and technical offices. Staff in

the Office are responsible for applying their wide range of expertise and knowledge to assess whether all the needed questions have been asked, requirements accurately and completely stated, opportunities to reengineer business processes taken and new or more efficient technical solutions addressed. Where this has not been done, Office staff addresses the item in the form of an issue paper with a required response from the responsible program or technical project lead. The Office has a strategic objective and must exercise some diplomacy in daily work to ensure that Housing's operations and systems meet the goals of the overall business of HUD.

The Web Coordinator in the Office of Systems and Technology is responsible for updating all Web pages under the Office of Finance and Budget. The Web coordinator prepares a quarterly report for DAS signature verifying that all Finance and Budget Web pages are current and accurate.

List of Housing Initiatives

PCAS#	System ID	System Name
00251140	A43	Single Family Insurance System-A43
00251080	A43C	Single Family Insurance Claims Subsystem-A43C
00251210	A80B	Single Family Premium Collection Subsystem-Periodic-A80B
00251170	A80D	Distributive Shares & Refund Subsystem-A80D
00251190	A80N	Single Family Mortgage Notes System-A80N
00251200	A80Q	Public Inquiry Communications Subsystem-A80Q
00251220	A80R	Single Family Premium Collection Subsystem-Upfront-A80R
00251360	A80S	Single Family Acquired Asset Management System-SAMS-A80S
00251370	A80W	Neighborhood Watch-A80W
00251380	D64A	Single Family Housing Enterprise Data Warehouse-SFHEDW-D64A
00251390	F11	Housing Counseling-F11
00251250	F12	Home Equity Conversion Mortgages-F12
00251400	F17	Computerized Homes Underwriting Mgmt. -CHUMS-F17
00251680	F17C	FHA Connection-F17C
00251800	F24A	Development Application Processing-F24A
00251850	F24B	Mark-to-Market-F24B
00251760	F24D	Real Estate Management System-F24D
00251460	F24P	Active Partners Performance System-F24P
00251270	F42	Consolidated Single Family Statistical System-F42
00251280	F42D	Single Family Default Monitoring Subsystem-F42D
00251290	F42H	Home Mortgage Disclosure Act-F42H
00251300	F47	Multifamily Insurance System-F47
00251410	F51	Institution Master File (IMF)-F51
00251420	F51A	Approval, Recertification, & Review Tracking-ARRTs-F51A
00251430	F51B	Mortgage Portfolio Analysis System-MPAS-F51B
00306680	F51Q	Quality Assurance Document Library System-F51Q
00251440	F57	Credit Alert Interactive Voice Response System-CAIVRS-F57
00251310	F71	Debt Collection Asset Management System-F71

00251320	F72	Title I Insurance and Claims System-F72
00251330	F75	Multifamily Insurance & Claims System-F75
00251780	F87	Tenant Rental Assistance Certification System-TRACS-F87
00252510	F92A	Single Family/Multifamily Mortgage Sales Library-F92A
00306660	MFInt	Multifamily Housing Integration-MF Integ.
00410890	P007	Albany Financial Operations Center System-AFOCS-P007
00410350	P013	FHA Subsidiary Ledger-P013
00306690	P021	FHA Survey-P021
00306700	P030	Interstate Land Sales (ILS)/Real Estate Settlement Procedures Act (RESPA) Compliance Tracking System-P030
00251560	P046	Hospital Mortgage Insurance Management Information System-HMIMIS-P046
00251840	P057	Multifamily Mortgage Delinquency and Default Reporting System-P057
00307890	P096	Lender Assessment Sub-System-LASS-P096
00712930	P145	Neighborhood Networks-P145
00251700	P150	Multifamily Housing Data Quality Information System-P150
00712890	P177	Disposition Program Compliance System-P177
00252600	U26A	Electronic Data Interchange-U26A
00663400	X98	Single Family Integration System-X98

Major Issues:

- ✓ Lack of coordination between OCIO offices
- ✓ Lack of a central system to track procurement activities
- ✓ No central source for contract status
- ✓ Very short deadlines for responding to OMB requirements
- ✓ Very short deadlines for responding to CIO requirements
- ✓ Ever increasing volume of information required for ITIM submissions
- ✓ Lack of cooperation from the ADP Security Office