

Management Objective: Information Management

Make high-quality data available to those who need it, when they need it, where they need it, to support decision-making in furtherance of HUD's mission.

OVERVIEW

HUD data can be unreliable, inaccessible, and redundant, with new systems or datasets created to address faulty data rather than fixing the original data source. Moreover, HUD has historically had a fragmented approach to technology adoption, which leads to multiple platforms and multiple services competing for resources. Finally and similarly, HUD has not achieved the right balance of contracting support and in-house expertise to manage the agency's data and systems effectively and affordably.

Over the next four years, HUD aims to leverage these opportunities by enhancing the quality, availability, and delivery of HUD information to citizens, employees, business partners, and the government, while striving for excellence in IT management practices and governance to consolidate and streamline HUD's systems. In pairing enhanced technology and improved processes with a developing and strengthening workforce, the department expects to vastly broaden its ability to achieve current and future departmental goals.

STRATEGIES

- **Manage and develop HUD's IT workforce.** HUD will develop an IT human capital plan to guide the recruitment, retention, and skill development of staff. We will identify the skills desired within our IT workforce and measure current gaps, then create development programs targeting those competencies.
- **Deploy new technologies, supported by a robust data governance structure.** We will use new technologies to more quickly and reliably gather and disseminate data, and provide better IT services to our staff and clients, including full compliance with Section 508 of the Rehabilitation Act of 1973 and the additional provision of reasonable accommodations as necessary. We will develop a data governance structure and data protocols that will ensure our data are accurate and authoritative, and remove processes or data that are redundant or unnecessary.
- **Consolidate IT infrastructure.** HUD will establish a consolidated IT infrastructure in order to achieve interoperability, increase collaboration among operating divisions, improve customer service, and provide a secure and trusted IT environment ensuring confidentiality, integrity, and availability of IT resources.

LEADING THIS OBJECTIVE

Kevin Cooke

Acting Chief Information Officer

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD will monitor the following key performance indicators:

- ▶ **Number of IT systems**
Total number of HUD IT systems
- ▶ **Cost of IT systems (in millions)**
Total cost of operating and maintaining HUD IT systems
- ▶ **IT customer service satisfaction scores**
Conduct an annual survey of HUD staff on satisfaction with IT services provided.