



# Building a High Performance Government:

**Achieving the Administration's High Priority  
Performance Goals**

May 18, 2010



# Government That Works

**“The question we ask today is not whether our government is too big or too small, but whether it works – whether it helps families find jobs at a decent wage, care they can afford, a retirement that is dignified.”**

President Barack Obama  
January 20, 2009

**“Success should be judged by results, and data is a powerful tool to determine results. We can't ignore facts. We can't ignore data.”**

President Barack Obama  
July 24, 2009

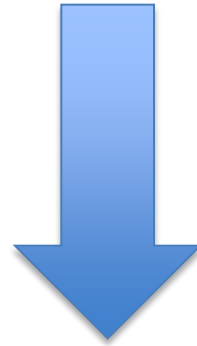
**“... The test of a performance management system is whether it's actually used.... Federal managers and employees at all levels must use performance goals and measures to set priorities, monitor progress, and diagnose problems.”**

Chief Performance Officer Jeff Zients  
October 29, 2009



# The Problem

**Senior agency leaders focus on crisis management and policy development—not execution and implementation**

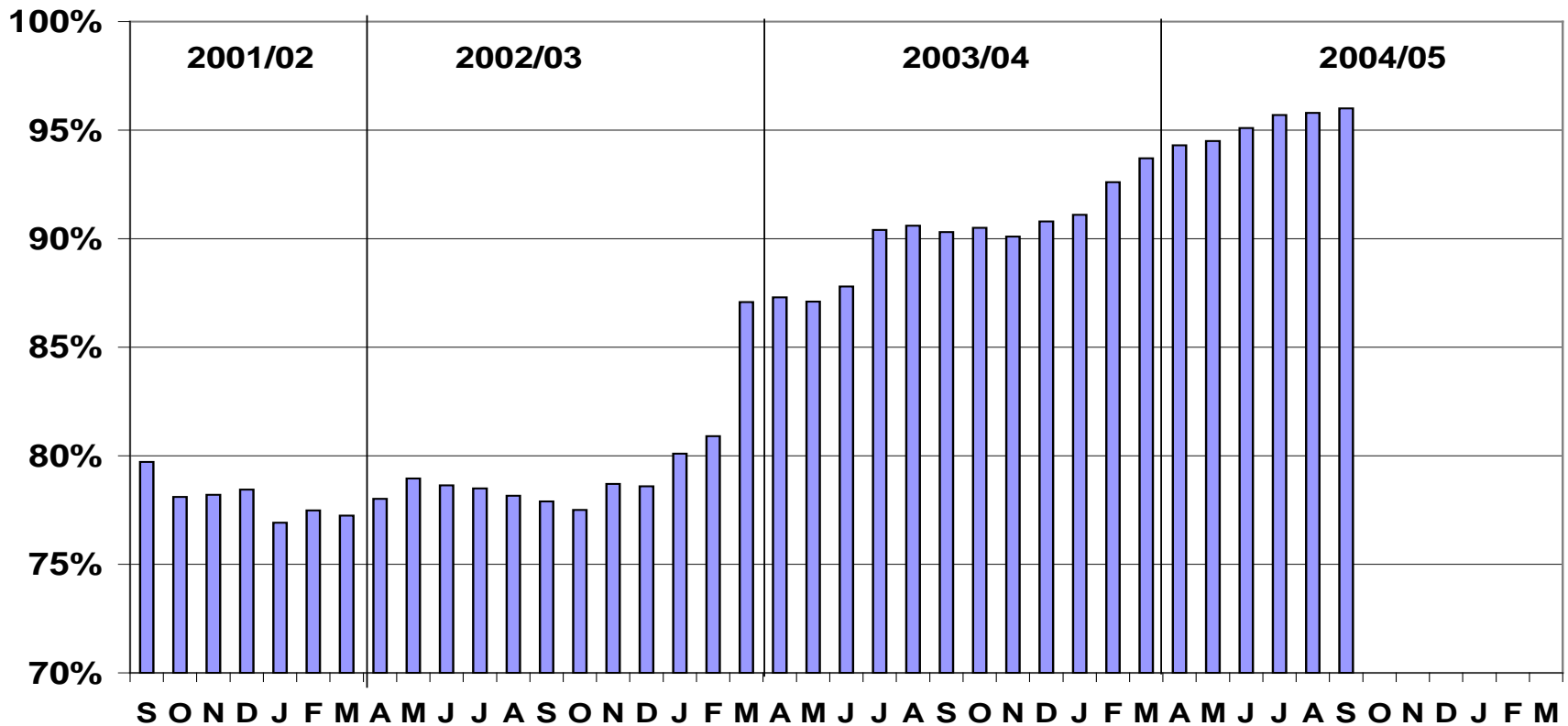


**To achieve the Obama Administration's goals, we need to focus leaders on driving top priorities through to completion**



# London, England Emergency Room Statistics

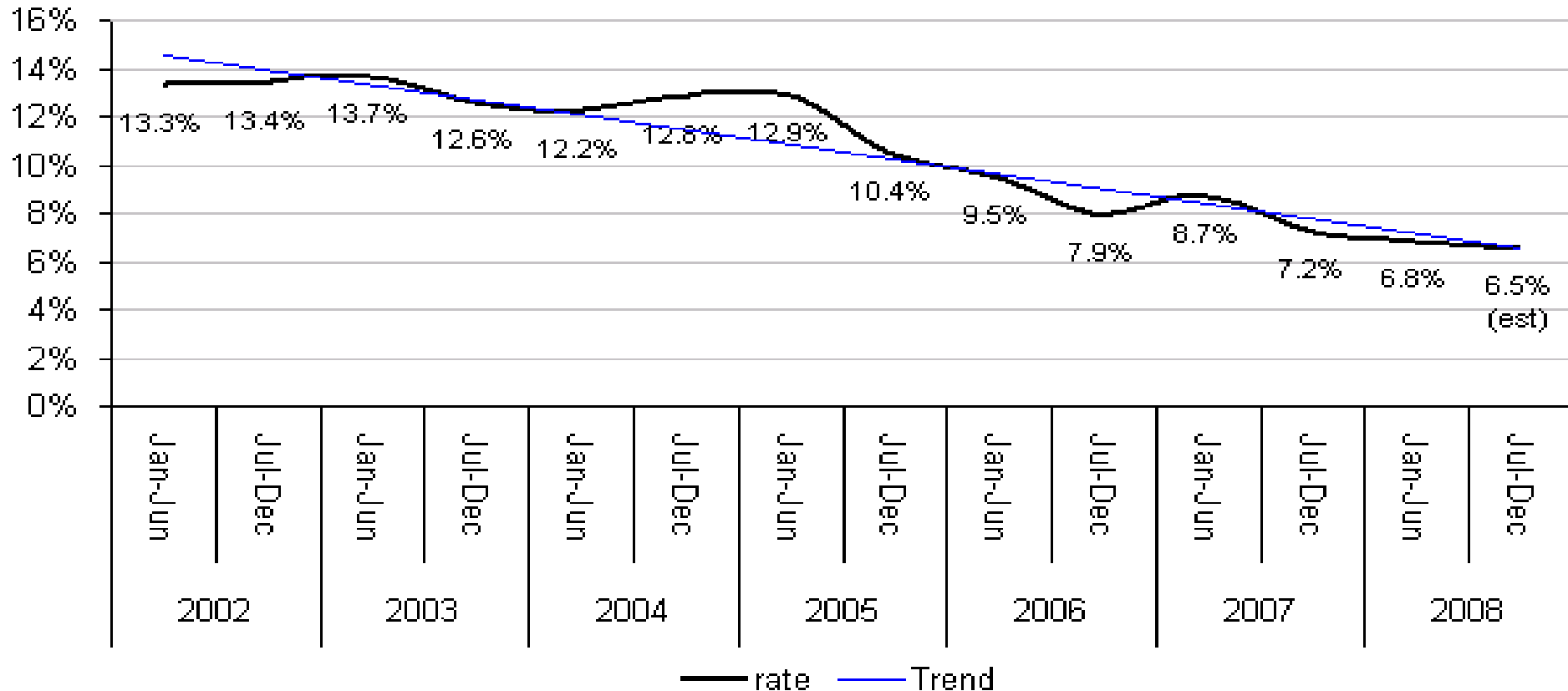
A&E attenders spending no more than than 4 hours in A&E, England





# Washington State Safety of Children: Are we Keeping our Children Safe from Repeated Maltreatment?

Rate of Re-Victimization Within 6 Months of Initial Referral for Referrals Received Jan02 to Dec08





# Building on Recent Government Efforts

- **Government Performance and Results Act (1993)**
  - Established basic performance planning and reporting framework,
  - Too often, compliance exercise lacking leadership and priorities
- **Program Assessment Rating Tool (2003)**
  - OMB tool to rate programs that produced more measures seen as OMB measures
  - Trends hard to find
  - Unaligned with each other and strategic goals
- **State, local, international lessons: leadership, goal-setting, data-driven reviews make government work better**
  - CompSTAT – reduced crime in NYC, LA, Boston, nation-wide
  - Mayor/Gov. O'Malley; Secs. Locke and Vilsack; Gov. Gregoire (WA) and others have made similar efforts
  - UK, Australia, Canada – promising practices



# Better Measurement, Better Management, Better Outcomes

- **Past Progress**
  - Goals, regular measurement, increased attention to outcomes
- **Past Problems**
  - Compliance, assessments over improvement; focus and alignment weak
- **Evolving Vision**
  - From reporting to improvement
  - Communication to inform, enlist, engage
  - Analysis to find and apply change drivers



# Obama Performance Management Strategies

- **Use performance information to lead and learn to improve outcomes**
- **Communicate performance information to improve results and transparency**
- **Strengthen problem-solving networks**



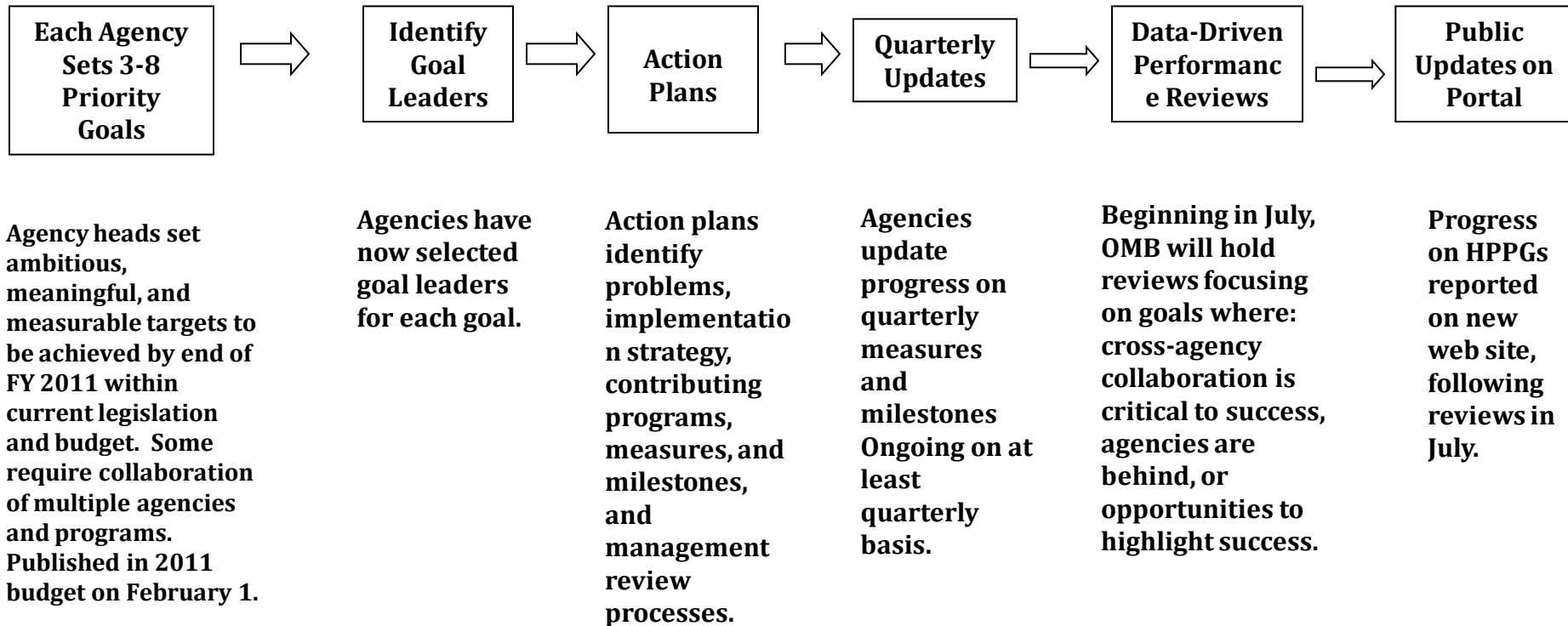


# New Performance Improvement Process





# Overview of High Priority Performance Goal Process





# Goal Setting: Leaders Set Priorities

- **Timing**
  - Near-term and longer-term
- **Importance**
  - Priority or not
- **Ambitiousness**
  - Stretch, steady gain, steady state, slight loss, measure only, no longer measured
- **Cascade**
  - Coordinate
    - Across Government
    - Beyond Government
  - Connect people in government and delivery partners to purpose (line of sight)



# Developing Action Plans

## **Agency action plans contain:**

- **Context for each goal, i.e. problem being addressed, the relationship to long-term agency objectives**
- **Overview of the implementation strategy, including evidence for the strategy chosen**
- **Key personnel and contributing agencies and programs**
- **Key measures and milestones to track progress and identify problems and opportunities for improvement**
- **Support for fast decision-making**
- **Areas in which OMB or other outside assistance could be helpful**



# Quarterly Updates and Constructive Review Process

- **Agencies will update progress on key measures and milestones related to achievement of their goals**
- **OMB will manage the agency goal review process to monitor results and identify potential shortfalls before they occur**
- **Engage senior leadership to:**
  - facilitate cross-agency collaboration where needed
  - motivate agencies at risk of not meeting their goals
  - learn from and highlight successes
- **Agencies will be expected to explain challenges**
  - OMB will work with senior accountable leaders to get efforts back on schedule



# Measurement and Analysis: Why?

- **Inform Goal-Setting**
  - Find societal problems needing attention
  - Understand characteristics of problems to inform goal selection and agency action
- **Find promising practices to prove and proven practices to promote**
- **Experiment when cannot find successes to spread**
- **Find program problems to fix and program practices to end**



# Measurement and Analysis: How?

- **Performance Measurement**
  - Suite of measures and indicators
    - Outcomes/Intermediate Outcomes
    - Outputs
    - Process measures: timeliness, courtesy, accuracy, completeness
    - Unwanted side effects, risks, and costs
    - Causal factors
  - Fresh and frequent; unit of analysis
- **Analysis: outliers, relationships, patterns**
- **Evaluation**



# Goal Focused Data-Rich Discussions to Inform Action

- **Values-guided, data-informed**
- **Focused, interactive, tenacious**
- **All levels of organization and across networks**
  - **High Priority Performance Goals – OMB/agency regular and constructive performance reviews**
  - **Agency/bureau level reviews: (1) Treasury Stat; (2) FBI; (3) FDA-TRACK/CDC**
  - **Local/regional action**





# Transparency to...

- **Strengthen accountability to...**
  - Inform democratic decision-making
  - Motivate
  - Strengthen public trust
- **Inform decisions**
  - All levels of organization
  - Among delivery partners
  - Among suppliers
- **Invite ideas and stimulate innovation**
- **Enlist assistance**



# Accountability Expectations

- **Set clear outcome-focused goals**
- **Measure progress**
- **Analyze data (patterns, anomalies, relationships, causal analysis)**
- **Quick action and adjustment, based on analysis**
- **Apply Bratton accountability principle across the Federal government: “No one got in trouble if the crime rate went up. They got in trouble if they did not know why it had gone up and did not have a plan to address it.”**



# Examples of Agency Goals

- **Reduce the population of homeless veterans to 59,000 by June, 2012 (Secretaries Donovan and Shinseki)**
- **By June 2012, DOL will train over 120,000 Americans for green jobs**
- **By 2012, DOE will double renewable energy generating capacity (excluding conventional hydropower) to 60 gigawatts**
- **By 2011, HHS will increase Children's Health Insurance Program enrollment by over 7 percent above the 2008 baseline (from 7,368,479 to 7,884,273 children)**



# Evidence-based Management: Integrating Performance Measurement and Evaluation

