

PART 6—EXECUTIVE SUMMARY

TABLE OF CONTENTS: OMB CIRCULAR A-11 PART 6

SECTION 200	—OVERVIEW OF THE FEDERAL PERFORMANCE FRAMEWORK
SECTION 210	—PERFORMANCE.GOV
SECTION 220	—CROSS AGENCY PRIORITY GOALS AND FEDERAL PERFORMANCE PLAN
SECTION 230	—STRATEGIC PLANNING
SECTION 240	—ANNUAL PERFORMANCE PLANNING
SECTION 250	—AGENCY PRIORITY GOALS
SECTION 260	—ANNUAL PERFORMANCE REPORTING
SECTION 270	—PERFORMANCE AND STRATEGIC REVEIWS
SECTION 280	—FEDERAL PROGRAM INVENTORY
SECTION 290	—ELIMINATION OF UNNECESSARY AGENCY PLANS AND REPORTS

Building a High Performance Government

Federal managers have an important obligation to ensure that every dollar spent delivers results for the American people. To accomplish this, high-performing private and public sector organizations implement performance management systems that engage leaders in regularly reviewing progress toward their goals.

Since 2010, the Federal Government has ramped up its efforts to apply effective performance management within and across agencies. Leaders have established clear roles and responsibilities, set ambitious priority goals, personally conducted regular reviews of progress, and taken action based on evidence and on opportunities to coordinate across silos. To further advance these efforts, OMB has worked closely with agency Performance Improvement Officers to develop this guidance, which lays out the path forward for implementing the [GPR Modernization Act of 2010](#).

Clarifying Key Roles and Responsibilities

Perhaps the most important aspect of any effective performance management system is ensuring active leadership engagement. Leadership engagement fosters a high-performance culture that empowers employees at all levels and enables the organization to work across silos to solve problems. In particular, the leader's responsibility not just for establishing the goals but also for conducting data-driven reviews are critical for creating a results-oriented culture, where leaders and staff debate questions that help them find, sustain, and spread promising practices and policies. This guidance describes key roles and responsibilities in performance management for the Agency Head, Chief Operating Officer (COO), Performance Improvement Officer (PIO), Goal Leaders, and Performance Improvement Council (PIC).

- **Agency COOs**, who must be Deputy Secretaries or equivalent, provide organizational leadership to improve performance.
- **Agency PIOs**, who must report directly to the COO, are responsible for supporting the agency head and COO in leading efforts to set goals, make results transparent, review progress and make course corrections.
- **Goal Leaders** are officials named by the agency head or COO who are held accountable for leading implementation efforts to achieve a goal. This role includes laying out strategies to achieve the goal, managing execution, regularly reviewing performance, engaging others as needed and correcting course as appropriate.

- **The Performance Improvement Council (PIC)** develops capacity-building mechanisms to strengthen agency management and facilitate cross-agency learning and cooperation, including supporting OMB and Goal Leaders in analyzing progress on Cross-Agency Priority (CAP) Goals. PIC working groups develop solutions to matters that affect mission activity, management functions and performance.
- **Delivery partners**, the organizations or entities outside a Federal agency that help a Federal agency accomplish its objectives, are consulted and engaged to support outcome objectives.

Engaging Leaders in Goal-Setting and Sharpening Focus on Priorities

The Administration expects agencies to set a limited number of ambitious goals that encourage innovation and adoption of evidence-based strategies. Agency leaders at all levels of the organization are accountable for choosing goals and indicators wisely and for setting ambitious, yet realistic targets. Wise selection of goals and indicators reflects careful analysis of the characteristics of the problems and opportunities an agency seeks to influence to advance its mission.

- **The Director of OMB** sets long-term Cross-Agency Priority Goals every 4 years with annual and quarterly targets.
- **Agency heads** develop Strategic Plans with long-term goals and objectives every 4 years, Agency Priority Goals (APGs) every two years, and performance goals at least annually.

Promoting Increased Use of Performance Information and Other Evidence through Regular Reviews

Frequent data-driven performance reviews give agency leaders a mechanism for focusing an agency on priorities, diagnosing problems, and finding opportunities. Successful reviews include analyzing disaggregated data, learning from past experience, and deciding next steps to increase performance and productivity. Annual assessments of agency progress on strategic objectives can also improve program outcomes and inform longer-term decision making.

- The OMB Director and Performance Improvement Council run quarterly reviews on Cross-Agency Priority Goals.
- Agency heads and OMB conduct annual strategic reviews of progress on outcomes and cross-cutting efforts, considering the entire body of both qualitative and quantitative evidence.
- Agency COOs, along with key personnel from components or other agencies, run at least quarterly data-driven reviews of Agency Priority Goals, to better understand challenges, factors affecting change, and the costs of delivery.

Improving Usefulness of Program Information through Reporting Modernization

A central website, Performance.gov, makes finding and consuming performance information easier for the public, Congress, delivery partners, agency employees, and other stakeholders. This has the potential to improve public understanding about what Federal programs do and how programs link to budget, performance, and other information. Performance.gov is the central website that serves as the public window to Federal goals and performance in key areas of focus. Using a phased approach, the website will include:

- Descriptions of Cross-Agency Priority Goals including associated indicators, targets, action plans, goal leaders, and contributing programs.
- OMB and agencies' quarterly updates of progress on Priority Goals.

- Agency Strategic Plans, Performance Plans and Performance Reports.
- An inventory of agencies’ programs.

The Performance Management Cycle

As important as it is to sustain a strong performance culture through the practices described in the guidance, it is equally important to have reliable and effective processes which support continuous improvement and opportunities for capacity building. The description below gives an overview of the Federal Performance Management Cycle.

- Strategic Plans present the long-term objectives an agency hopes to accomplish at the beginning of each new term of Administration, describing general and long-term goals the agency aims to achieve, what actions the agency will take in coordinating resources to realize those goals, and how the agency will address challenges or risks that hinder progress.
- From the strategic goals and objectives in the Strategic Plan, agencies establish an annual process to set and monitor performance goals and Agency Priority Goals.
- Agencies use quarterly data-driven reviews to focus on targeted, short-term progress, and use annual strategic reviews to assess progress toward longer-term objectives.
- Finally, agencies report quarterly progress updates on Agency Priority Goals to Performance.gov, and summarize the full years’ past performance in their Annual Performance Reports. These communicate publicly to external stakeholders about progress and help inform the development of the next Strategic Plan or Annual Performance Plan.



