

## SECTION 220—CROSS-AGENCY PRIORITY GOALS AND FEDERAL PERFORMANCE PLAN

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### Summary of Changes

Describes management of Cross-Agency Priority Goals (CAP Goals).

#### 220.1 To which agencies does this section apply?

This section applies to all Executive Branch agencies. Agencies that contribute directly to [Cross-Agency Priority Goals](#) (CAP Goals) are identified by OMB and the CAP Goal Leader.

#### 220.2 What is a Cross-Agency Priority Goal (CAP Goal)?

The GPRA Modernization Act of 2010 requires that the Federal Government set two types of CAP Goals (referred to as Federal Government priority goals in the GPRA Modernization Act):

- outcome-oriented goals that cover a limited number of crosscutting policy areas; and
- management improvements across the Federal Government in the areas of information technology, financial management, human resources, and real property.

Cross-Agency Priority Goals are identified in areas where increased cross-agency coordination on outcome-focused areas is likely to improve progress.

#### 220.3 What is the Federal Performance Plan?

The GPRA Modernization Act requires that the Federal Government Performance Plan define the level of performance to be achieved for each of the CAP Goals, including associated targets, action plan, goal leader, and contributing programs. The website [Performance.gov](#) provides the components of the Federal Performance Plan and will continue to be developed to provide information on agency performance in accordance with the GPRA Modernization Act.

**220.4 When are CAP Goals established and what time period do they span?**

The GPRA Modernization Act requires CAP Goals to be made publicly available concurrently with the submission of the President's Budget in the first full fiscal year following any year in which the term of the President commences. CAP Goals are required to be set every four years, but can address goals requiring longer timeframes. Performance targets will be reviewed and considered for updates at least annually with the President's Budget. In accordance with the GPRA Modernization Act, interim CAP Goals were published concurrent with the FY 2015 President's Budget on Performance.gov and will be active until February 2018 when they will be revised concurrent with the release of the President's FY 2019 Budget, unless revised beforehand.

**220.5 Where can I find information on the existing CAP Goals?**

Performance.gov is updated on a quarterly basis for each CAP Goal. The website will include the information required by law, such as goal leader(s), contributing agencies, organizations, programs, targets, key milestones, major management challenges, and plans to address these challenges. Quarterly Performance Updates (QPUs) for the website on progress will be provided by the goal leader in coordination with the PIC, OMB, corresponding government-wide management (CXO) council and contributing agencies.

**220.6 How does OMB engage with Congress and other partners in setting CAP Goals?**

The GPRA Modernization Act requires OMB to consult the following congressional committees during the development of CAP Goals:

- Appropriations of the Senate and the House of Representatives;
- Budget of the Senate and the House of Representatives;
- Homeland Security and Governmental Affairs of the Senate;
- Oversight and Government Reform of the House of Representatives;
- Finance of the Senate;
- Ways and Means of the House of Representatives; and
- Other committees as appropriate

OMB reached out to these committees to discuss the interim CAP Goal areas during the development of the FY 2013 Budget and in advance of the CAP Goals defined with the FY 2015 Budget. OMB also worked closely with the President's Management Council (PMC), the Performance Improvement Council (PIC), and other government-wide (CXO) councils, other offices within the Executive Office of the President, and Executive Branch agencies to identify problems where cross-agency coordination could significantly improve performance. OMB will reach out to these stakeholders as the CAP Goals are revised in 2018.

**220.7 What is the relationship between the CAP Goals and APGs?**

While some Agency Priority Goals may be linked to CAP Goals, most APGs will focus on core agency missions and are not always tied directly to a CAP Goal. For the Government to make progress on its CAP Goals, OMB has identified contributing agencies or programs under each goal. In all cases, agencies and contributing programs that are responsible for making progress on CAP Goals will be required to contribute to the development of the overall action plan and identify clearly their respective agency contributions to the overall goal. The CAP Goal leader will work with the Performance Improvement Council, the corresponding government-wide management (CXO) council, OMB and agencies to determine each agency's contribution to the overall plan.

**220.8 How should agencies address CAP Goals in the agency Strategic Plan or Annual Performance Plan or Annual Performance Report?**

An agency that contributes to Cross-Agency Priority Goals must address this responsibility in the agency's Strategic Plan, Annual Performance Plan, and Annual Performance Report.

In the APP/APR, a summary should highlight agency efforts to deliver greater impact through innovation, increasing effectiveness and efficiency, and better customer service along and should include the name of the agency official (title and office) responsible. (See section [210](#) Content table part "*Major Management Priorities and Challenges*"). This section of the APP/APR should highlight or cross reference the management issues most critical to the agency's mission delivery which will include the agency's contributions to the Cross-Agency Priority Goals.

In cases where a CAP Goal area represents a significant part of the agency's mission delivery, the agency is encouraged to define an agency-specific strategic objective within the strategic plan and/or establish related agency-specific performance goals in the Annual Performance Plan. The Annual Performance Plan should identify planned actions, performance goals, indicators and/or milestones used to measure progress for contributions to Cross-Agency Priority Goals. The Annual Performance Report describes progress made on CAP Goal priorities, such as results on performance goals and indicators that were established in the performance plans.

In addition, an agency should include the following language: "Per the GPRA Modernization Act requirement to address Cross-Agency Priority Goals in the agency strategic plan, the annual performance plan, and the annual performance report, please also refer to [www.Performance.gov](http://www.Performance.gov) for more on the agency's contributions to those goals and progress, where applicable."

**220.9 How will CAP Goals be managed?**

Each Cross-Agency Priority Goal has at least two goal leader(s) from both the Executive Office of the President and key agencies who will manage the processes by which goals are executed and who will share accountability for progress. Goal leaders are encouraged to leverage existing structures as much as practicable in managing CAP goals, (e.g., existing working groups, inter-agency policy committees, councils). Every CAP Goal will have a governance team chaired by goal leaders and consisting of representatives from agencies contributing to the goal, OMB, and others as determined by the goal leaders.

As set out in Section [200](#), CAP Goal leader(s) are officials named by the Director of OMB who will be held accountable for leading implementation efforts to achieve the goal. Goal leaders lay out strategies to achieve the goal, manage execution, regularly review performance, engage others as needed and make course corrections as appropriate.

Each governance team develops an action plan explaining how the Federal Government will execute on the goal. The action plan includes contributing agencies and programs; performance measures and targets; and milestones, indicators and governance for the goal. The action plan also includes a high-level progress update with anticipated risks or obstacles. Goal leaders will be responsible for ensuring the action plan is updated over the lifetime of the goal, at least quarterly, as experience is gained and new information is learned.

Conducting routine, data-driven performance reviews is a management practice proven to produce better results. CAP Goal leaders should run regular data-driven performance reviews to drive progress toward achieving the CAP Goal. Regular in-person reviews provide a mechanism for CAP Goal leaders to review performance on the goal and bring together the people, resources, and analysis needed to drive progress on both mission-focused and management goals. Frequent data-driven performance reviews on CAP Goals focus contributing agencies on effective and efficient implementation to improve delivery. Frequent

reviews provide a mechanism for CAP Goal leaders to keep contributing agencies focused on cross-cutting priorities. Teams come together to diagnose problems, identify opportunities through an analysis of data and experience, and decide on next steps to increase performance and productivity. Section [270](#) includes more detailed guidance on best practices in conducting data-driven performance reviews.

The PIC is also available to advise CAP goal leaders on how best to apply these practices in the cross-agency context. CAP goal leaders should design a review approach tailored to the goal, taking into account nine leading practices that can be used to promote successful performance reviews, identified by the GAO in [GAO-13-228](#):

- Leaders use data-driven reviews as a leadership strategy to drive performance improvement.
- Key players attend reviews to facilitate problem solving.
- Reviews ensure alignment between goals, program activities, and resources.
- Leaders hold managers accountable for diagnosing performance problems and identifying strategies for improvement.
- There is capacity to collect accurate, useful and timely performance data.
- Staff have skills to analyze and clearly communicate complex data for decision making.
- Rigorous preparations enable meaningful performance discussions.
- Reviews are conducted on a frequent and regularly scheduled basis.
- Participants engage in rigorous and sustained follow-up on issues identified during reviews.

#### **220.10 What information will be published on the CAP Goals?**

Performance.gov is updated quarterly to reflect information on CAP Goals according to the GPRA Modernization Act. See section [200](#) for expected publication timeframes, and the data elements for Performance.gov at <https://max.omb.gov/community/x/oCFfJw>.

#### **220.11 How will OMB assess progress on CAP Goals?**

OMB conducts reviews on progress of the CAP Goals, at least once a quarter. OMB and the PIC work with individual CAP goal leaders to refine the review process for each CAP Goal, and coordinate with agencies, by goal, as needed. The decisions related to next steps for improving performance will be reflected in progress updates and next steps as published quarterly on Performance.gov.