

## 6. DELIVERING A HIGH-PERFORMANCE GOVERNMENT

Building a government that works smarter, better, and more efficiently to deliver results for the American people is a cornerstone of this Administration. Since taking office, the President has challenged Federal leaders and managers to build a Government that is leaner, smarter, and more effective, while delivering the best results for the American taxpayer.

The Administration has continued to shift the emphasis from simply publishing performance information to focus on increasing its use to inform decision-making and deliver greater impact for the American public. Looking to incorporate successful practices from both private and public organizations, the Administration designed its performance management framework to recognize the critical role senior leadership plays in driving agency results.

In 2010, the Administration worked with the Congress to enact the Government Performance and Results (GPRA) Modernization Act, incorporating performance management best practices while also ensuring reforms and lessons learned were institutionalized to ensure stability. The approach to delivering more effective and efficient Government rests on the following proven management practices:

- Engaging Leaders
- Focusing on Clear Goals and Data-Driven Performance Reviews that Incorporate a Broad Range of Qualitative and Quantitative inputs
- Expanding Impact through Strategic Planning and Strategic Reviews
- Strengthening Agency Capabilities, Collaboration, and Knowledge
- Communicating Performance Results Effectively

Working in conjunction with agencies, the Administration continues to build upon and ingrain these proven management practices in the operations of the Federal Government. This chapter reviews the Federal Government's progress to date as well as looks ahead to efforts to further embed these practices within the Federal performance management framework.

### Engaging Leaders

Frequent and sustained leadership engagement is a key ingredient of an effective performance management system. It fosters a high-performance culture by helping to facilitate dialogue across different parts of the organization that must work together to achieve shared outcomes, empowers employees at all levels by establishing a results-oriented culture, enables the organization to change existing processes to solve problems, and ensure

accountability. Management and leadership engagement are central to government performance, leading organization commitment to performance management through the linkage between resources and results.

Several key leadership roles have been established within the Administration's performance management framework to lead and focus performance management efforts in each agency:

- Chief Operating Officer (COO),
- Performance Improvement Officer (PIO), and
- Goal Leader.

Agency Secretaries or equivalents name a Chief Operating Officer (COO). Often the Deputy Secretary, agency COOs perform a number of specific roles and responsibilities which are outlined by OMB, serving to both elevate accountability as well as drive agency performance. From conducting quarterly data-driven performance reviews to setting clear and ambitious goals to improve results and reduce costs, COOs provide the organizational leadership to improve performance by bringing a broader set of players together to overcome challenges across the organization while empowering accountable officials to lead and make data-driven decisions. Each COO names a Performance Improvement Officer (PIO) to support agency heads and COOs by leading efforts to drive coordinated performance improvement practices across the organization, amongst program managers, and with other agencies.

Agency heads and COOs identify Goal Leaders for each Strategic Objective and Agency Priority Goal (APG), which are implementation-focused two-year priorities set by agencies to accelerate progress towards achieving ambitious goals. Accountable for implementation efforts, Goal Leaders are agency officials that lead an agency's collective strategy for realizing strategic objectives and APG outcomes. From determining implementation strategies to managing execution toward goal objectives, engaging team members, and making course corrections as appropriate, Goal Leader responsibilities often bridge traditional organizational boundaries to ensure all programs and components needed to deliver against a specified goal are engaged throughout planning, implementation, and evaluation. Over 90 Goal Leaders led agency performance management practices during the Federal Government's most recently completed two-year APG cycle covering Fiscal Years (FY) 2014-2015, and have already begun executing strategies across agencies for achieving results during the current FY 2016-2017 APG performance period.

While efforts to build capabilities on the part of agency performance officials and staff continue, preliminary

research has nonetheless validated early successes regarding the Administration's integration of leader engagement in its performance management framework. A 2013 Government Accountability Office (GAO) survey of PIOs at all 24 CFO Act Federal agencies found that most agency COOs, PIOs, Deputy PIOs, Goal Leaders, and other senior-level officials were to a "large extent" involved in processes central to improving agency performance management, such as strategic planning and goal setting, performance measurement and analysis, quarterly data-driven performance reviews, and the communication of agency progress towards performance goals.<sup>1</sup> GAO notes that "PIOs who reported large involvement for themselves generally reported larger involvement for other officials, suggesting that agencies with a strong commitment to performance management were following this philosophy." The designation of senior officials responsible for goal performance and progress has served to not only elevate accountability for performance, but also reinforce the role of leader engagement throughout the performance cycle, further strengthening performance management practices within agencies.

### **Focusing on Clear Goals and Data-Driven Performance Reviews that Incorporate a Broad Range of Qualitative and Quantitative Inputs**

Goal-setting provides agencies an opportunity to outline a clear expectation of the level of success to be achieved during a set period of time. Goals clarify what success is, motivate people, communicate priorities, and mobilize agency resources to tackle challenges while improving the Federal Government's performance, transparency, and accountability to the American people. Through a combination of near-term and longer-term goal-setting, the Administration has focused on implementing a limited number of actionable goal strategies to advance the well-being of the American people, stimulate economic growth and job creation, and cut the costs of service delivery.

### **Cross-Agency Priority Goals**

The Administration uses the CAP Goals to overcome organizational barriers and achieve better performance than one agency can achieve on its own. Moreover, CAP Goals are a key mechanism by which we implement the four pillars of the President's Management Agenda—Effectiveness, Efficiency, Economic Growth, and People and Culture—with eight of the 15 CAP Goals being used to execute that agenda. Specifically, the eight management CAP Goals have been set to achieve some of the most pressing priorities within the Federal Government, including delivering world-class customer service to the American people, smarter IT, expanding shared services across Federal agencies, and modernizing the Federal infrastructure permitting and review process for major infrastructure projects, to name a few. The remaining seven CAP Goals are focused on key mission areas for

the Administration such as improving veterans' mental health and furthering the outcomes of STEM education programs.

For each CAP Goal, Goal Leaders are identified, action plans are developed, and goal teams track performance and discuss results using quarterly data-driven reviews. Progress updates and results are published quarterly on [Performance.gov](http://Performance.gov). OMB, the Performance Improvement Council (PIC), and agencies have worked together to support progress on CAP Goals. The end of 2015 marks the half-way point in delivery of the CAP Goals, with real progress and successes being realized as agencies work together and break down silos. The following examples are illustrative of the progress being made.

- To achieve the *Customer Service* goal, the General Services Administration launched the Feedback USA customer experience initiative, a simple tool that allows customers to rate their transactional experience by tapping a button at a kiosk. Agencies can use FeedbackUSA to solicit, aggregate, and analyze customer service feedback in real time to quickly act to resolve any issues and improve services to the public. Feedback USA is currently being piloted in two Federal agencies, with individuals registering their customer service experience at 27 Department of State passport processing centers and 14 Social Security Administration card centers. The success of this pilot has led to the initiative being expanded to other agencies, including its planned launch by the Transportation Security Administration in Spring 2016 at four of the nation's busiest airports.
- Positive work has occurred on the part of agencies to achieve the goal of *Improved Mental Health Outcomes for Service Members, Veterans, and their Families*. The inTransition program supports Service Members with behavioral health care as they transition to the VA system. Since the program began tracking cases in the third quarter of FY 2015, over 3,200 new coaching cases have been opened and over 1,400 coaching cases closed. Survey respondents have expressed high levels of satisfaction with inTransition, with 94% indicating the assistance received from the inTransition program increased the likelihood of continuing treatment at the new location, and 95% stating the products and services offered by inTransition met their needs. Newly available data also showed that for those Service members completing a Post-Deployment Health Reassessment (PDHRA) in 2013, who screened positive for PTSD, depression, or alcohol abuse and received a referral to a mental health specialty or behavioral health in primary care, 55% received care at the Department of Veterans Affairs or Department of Defense (FY 2013), up from 46% in 2011 and performing well against a target of 56% by FY 2016.
- Efforts to *Modernize the Federal Infrastructure Permitting and Review Process* have also returned promising results, with the Administration's permitting team working closely with Congress to establish

<sup>1</sup> Agencies Have Elevated Performance Management Leadership Roles, but Additional Training is Needed. Through the results of GAO's PIO survey, GAO found most key officials were "greatly involved in central aspects of performance management." April 2013. [www.gao.gov/products/GAO-13-356](http://www.gao.gov/products/GAO-13-356).

a Federal Permitting Improvement Council as part of the FAST (“Fixing America’s Surface Transportation”) Act. The Federal Permitting Improvement Council will provide technical assistance on infrastructure permitting, including developing model performance timelines for commonly required infrastructure project permits and reviews, maintaining a public dashboard to increase transparency and accountability for coordinated permitting timetables, and supporting new fee structures for project proponents to reimburse the Federal Government for reasonable permitting and review costs. In 2015, the U.S. Army Corps of Engineers, Department of Transportation, U.S. Coast Guard and three other agencies also released the first update in nearly 30 years to the Synchronizing Environmental Reviews for Transportation and Other Infrastructure Projects handbook (known as the Red Book). The Red Book provides practical, real-world guidance to Federal agencies, applicants, project sponsors, and consultants on how to improve the efficiency and effectiveness of key permits and reviews required for these project.

- To achieve the *Shared Services* goal the Administration announced the establishment of the first-ever, government-wide shared services management and oversight operation model for delivering mission support functions such as financial management, human resources, and acquisition. A new cross-governmental Shared Services Governance Board, led by OMB, was launched to serve as the decision-making body for the shared services ecosystem. A Unified Shared Services Management (USSM) office is also being established within the General Services Administration (GSA) to serve as an integration body for the ecosystem, working across functions, providers and consumers to improve shared service delivery and increase agency adoption. This new model will expand shared services to acquisitions, grants, and information technology by leveraging lessons learned from prior successes in financial management and human resources, such as the consolidation of government-wide payroll operations, or the Department of Housing and Urban Development’s (HUD) successful transition of many of its core financial management and human resource functions to the Department of the Treasury in October 2015.

Though these examples do not encapsulate the entirety of performance accomplishments made in pursuit of CAP goals, they nonetheless offer a brief glimpse into the hard work and promising initiatives being launched by agencies to strengthen the way Government works. And while the results on CAP Goal progress are encouraging, challenges nonetheless remain on program and service delivery across agency boundaries. Often few resources are dedicated to identifying and solving interagency challenges. In many instances, significant management improvements require investments that cut across agen-

cies. Towards this end, the Administration has taken steps to institutionalize capacity to address cross-cutting challenges.

First, consistent with authority granted in FY 2016, the President’s FY 2017 Budget includes authority for agencies, with prior notification to Congress from the Director of OMB, to transfer up to \$15 million from agency budgets to support these cross-cutting management initiatives. This institutionalizes a capability to fund cross-agency efforts, rather than handling them on a case-by-case basis, and provides a powerful tool to turn management reforms ideas into real and lasting results for the American people. Absent this continued authority, CAP Goal leaders are constrained in their ability to implement effective solutions across agencies, leaving various Federal programs and activities to address shared issues in a duplicative, siloed, and ad hoc way.

Second, in November 2015, the inaugural class of 16 White House Leadership Development Program (WHLDP) fellows began their one-year rotations providing additional support to implement the CAP Goals. Originally announced by the President in December 2014, the WHLDP is an initiative to deliver on the President’s Management Agenda, representing a continued commitment to developing and strengthening the next generation of Federal career leaders while increasing our capacity to make progress on issues that cut across multiple agencies. Program fellows are comprised of emerging leaders and Senior Executive Service (SES) candidates, and through a one-year rotational assignment, are assigned to work on the Federal Government’s highest priority and highest impact challenges that require the coordination of multiple Federal agencies to succeed. Through the WHLDP, the Administration is focused on developing and unlocking the full potential of the Federal workforce to drive greater effectiveness and efficiency within government and better harness taxpayer resources. Over the course of the next year, these emerging leaders will play a key role in addressing the government’s critical management challenges with participants gaining valuable experience as they take on leadership roles in their agency.

### **Agency Priority Goals**

Agency Priority Goals are used to achieve an agency’s near-term, implementation-focused priorities. Agencies establish Priority Goals every two years and use clearly-identified Goal Leaders and Deputy Goal Leaders and quarterly metrics and milestones to manage progress. COOs lead quarterly data-driven performance reviews to overcome barriers and accelerate performance results. Progress on APGs is updated publicly on a quarterly basis with data and progress reported on [Performance.gov](http://Performance.gov). Agency leaders have set goals for improving access to capital to enhance job creation, reducing foodborne illness through targeted inspections, coordinating multiple agency services to reduce veteran homelessness, and reducing hospital acquired infections.

Since 2009, the Administration has seen measurable progress from the use of Agency Priority Goals. Illustrative

examples of performance results achieved this past year include:

- *Restoring Vitality to Contaminated Sites.* The Environmental Protection Agency's Superfund, Resource Conservation and Recovery Act (RCRA) corrective action (CA), leaking underground storage tank (LUST), and Brownfields cleanup programs reduce risks to human health and the environment by assessing and cleaning up contaminated sites to enhance the livability and economic vitality of neighborhoods. Since the EPA began collecting the number of sites ready for anticipated use (RAU) in FY 2008, the cumulative number of sites RAU has increased. As of the end of FY 2015, more than 463,500 sites were made ready for anticipated use with the EPA adding 21,836 RAU sites over the course of the FY 2014-2015 APG cycle and exceeding the agency's goal of 18,970 RAU sites by 15%.
- *Reduce the Federal Footprint.* The General Services Administration established a goal of reducing the amount of Federal leased office space by 5% for replacement leases by the end of FY 2015. GSA reduced federally leased office space by a half-million square feet which far exceeds its target throughout the FY 2014-2015 goal cycle.
- *Decreasing Veterans' Disability Claims Backlog.* Improving customer service and reducing the length of time it takes to process disability claims are integral to the Department of Veterans' Affairs (VA) mission of providing benefits to eligible Veterans in a timely and efficient manner. Between March 2013 and September 30, 2015, the claims backlog (defined as claims that have been pending over 125 days) was reduced from 611,073 to 71,352 claims, a decrease of 88.3%. Moreover, while decreasing the disability claims backlog, the VA also increased the accuracy of processing the claims, with nearly 98% accuracy across all categories.
- *Access to Capital and Disaster Loan Application Rate.* Providing access to capital, particularly to survivors of natural disasters, has been one of the Small Business Administration's critical strategies in meeting its objective to drive business formation, job growth and economic expansion. Helping expand the agency's footprint to increase small businesses access to capital, the SBA added 292 new and returning lenders to its flagship lending program as these lenders made 752 loans totaling over \$260 million in capital funding in FY 2015. Additionally, the agency has sought to increase the return rate for disaster survivor applications by the end of September, 2015. Since implementing a new process for issuing applications to disaster survivors in Presidential disaster declarations for Individual Assistance (IA), SBA has attained a disaster loan application return rate of 98% at the end of FY 2015. SBA's new process for issuing applications in Presidential-IA declarations helped increase the application return rate and im-

proves customer service by adding multiple touch points with disaster survivors.

Fiscal Year 2016 marked both the end of the FY 2014-2015 APG cycle as well as the beginning of an updated round of APGs covering FY 2016-2017. At the start of FY 2016, major Federal agencies working in conjunction with OMB announced 99 APGs for the new two-year cycle covering FY 2016-2017. This is the fourth cohort of APGs of this Administration, and included the continuation of approximately sixty percent of the APGs from the FY 2014-2015 cohort. Progress to date on APGs is encouraging and leading to measurable improvements on the ground. Over eighty percent of APGs able to be assessed in the FY 2014-2015 cycle saw improved performance during the course of the goal period. The 99 APGs announced for the FY 2016-2017 cycle will focus agencies over the next two years to improve near-term outcomes that at the same time advance progress towards longer-term, outcome-focused strategic goals and objectives within each agency's four-year strategic plan.

With this Budget, agencies have identified action plans for each of these goals, ranging from the Department of Housing and Urban Development's goal to end homelessness by reducing the total number of homeless families, youth and children, and people experiencing chronic homelessness, to Department of Justice efforts to protect the most vulnerable within society, including victims and survivors of human trafficking, and the Department of the Interior's initiatives to improve the graduation rate of tribal high school students and facilitate tribal self-determination in shaping the educational curriculum for students. Looking ahead, agencies continue to build upon the successes and performance outcomes achieved over the past two years while charting new and even more ambitious priority performance goals. Agencies and their Goal Leaders have announced their plans for achieving targets outlined in the FY 2016-2017 APGs, and as with prior APG cycles, updates will continue to be published to [Performance.gov](http://www.performance.gov).

Studies on implementation of the Administration's new performance management approach point towards a broader, more measureable impact across agencies through the use of performance measures in the budget process. Results of recent research have yielded promising insights in terms of CAP Goals, APGs, and the quarterly data-driven review process leading to greater rates of performance information use by agency leadership to assess progress and inform decisions surrounding resource allocations. Using data from nationwide surveys<sup>2</sup> conducted over the last decade by GAO in the major 24 agencies, researchers have found evidence that mid- and upper-level Federal managers engaged in the implementation of the priority goals, and exposed to data-driven reviews, were significantly more likely to "use performance data to

<sup>2</sup> Agencies' Trends in the Use of Performance Information to Make Decisions. GAO measured agency use of performance information by creating an index from manager survey data collected in 2007 and 2013. The index reflected the extent to which managers reported that their agencies used performance information for various management activities. September 2014. <http://www.gao.gov/products/GAO-14-747>.

manage programs and employees, and identify and solve problems,” suggesting “success...where prior [Federal] reforms have struggled”.<sup>3</sup> Such early successes regarding performance information use have been further expanded beyond the context of priority goals and data-driven reviews, incorporating strategic planning and reviews to further inform strategic decision-making, budget formulation, and near-term agency actions in addition to initiatives for strengthening the resources of performance management staff within agencies.

### Expanding Impact Through Strategic Plans and Strategic Reviews

New agency strategic plans were published in February 2014 on [Performance.gov](http://Performance.gov) and agency websites concurrent with the President’s FY 2015 Budget. Agencies are now in the 3rd year of these strategic plans, which serve to chart a course for long-term agency performance over a five-year time horizon, define agency missions, long-term goals and objectives, and strategies planned for achieving these objectives. Outcomes are advanced by strategic objectives, which are supported by specific performance goals and indicators. As part of their strategic plans, Federal agencies have identified more than 350 strategic objectives, reflecting the scope of each agency mission as well as the breadth of Federal activities and outcomes.<sup>4</sup>

To expand proven performance management practices further and ensure that agency strategic plans are being implemented and assessed, the Administration established annual strategic reviews. The strategic reviews provide a comprehensive framework at each agency to make informed strategic, budget, legislative, and management decisions based on evidence in alignment with the agency strategic plan. The annual assessments are expected to incorporate not only performance measures, but also evaluation results, challenges, risks, and external factors to inform the decision-making at the agency and OMB. Incentivizing organizations to develop a culture focused on learning and improving performance, strategic reviews help leadership in identifying opportunities for reform proposals and executive actions.

To date, agencies have conducted two rounds of strategic reviews. The 2015 strategic reviews were intended to build upon the successes and gains made by agencies during the first round in 2014. OMB’s approach reflects an embrace of a multi-year maturity model, recognizing that effective reviews would take multiple years to establish as part of a planning and review process that adds value to agency’s strategic and performance planning activities. As such, agencies are provided flexibility to tailor their reviews to the uniqueness of agency missions and capabilities. OMB has also encouraged agencies to use proven management principles for their implementation, such as leveraging existing business processes, engaging the ap-

propriate stakeholders, and balancing a focus on learning from the reviews with a focus on accountability. Progress updates for each major agency’s strategic objectives are available on [Performance.gov](http://Performance.gov), and also in annual agency Performance Reports.

### Reflecting on 2015 Reviews, Looking Ahead to 2016

In 2015, the Administration established “FedStat,” which combined Strategic Reviews with two other data-driven reviews—PortfolioStat and Benchmarking—in order to facilitate one integrated review among senior Administration and agency leadership. In preparing for the 2015 strategic review, agencies focused their assessments on providing a snapshot of mission performance with a prioritized focus on mission support functions to achieve performance gains in efficiency and effectiveness. To facilitate management decisions, agencies also made meaningful distinctions in performance across strategic objective assessments, identifying areas of noteworthy progress as well as where significant challenges existed. Agencies were asked to identify only a limited number of areas where the agency made noteworthy progress and a limited number as focus areas for improvement. Areas demonstrating noteworthy progress could be identified as a result of new innovations in strategy, program design, or operations that have led to notable improvements in outcomes or cost reductions. Focus areas for improvement could be the result of challenges during program execution, for example, or when a problem the strategic objective seeks to address is growing more quickly than current actions or resources can address it.

Across the strategic objectives analyzed in 2015, agencies identified approximately 15% as making noteworthy progress, and 10% as focus area for improvement, a slight improvement over 2014’s assessments. The validity and implications of these findings will continue to be reviewed annually for refinement as agency’s strategic review and performance management capabilities continue to mature and strengthen. More information is available in the progress updates provided for each major agency’s strategic objectives on [Performance.gov](http://Performance.gov), and in the 2015 Annual Performance Reports. Agencies have summarized proposed next steps in their 2017 Annual Performance Plans.

Based on feedback, the Administration’s strategic review policy confers a range of benefits, including improved interagency collaboration, a chance to identify evidence gaps and opportunities to improve data quality to inform better resource allocation decisions, and further institutionalizing a strategic review policy framework that uses data-driven performance reviews to improve decision-making as part of the budget formulation process. The Department of the Interior offers an example of such an approach. The agency makes funding allocations related to each of the strategic objectives based on its department-wide strategic plan and an assessment of its performance measures. Past performance and future targets are discussed in the context of the accompanying trends in funding, including past allocated funding and future corresponding budget projections. This is especially useful for those programmatic areas where performance

<sup>3</sup> Moynihan, Donald, & Kroll, Alexander. “Performance Management Routines that Work? An Early Assessment of the GPRA Modernization Act.” Public Administration Review, DOI: [10.1111/puar.12434](https://doi.org/10.1111/puar.12434). <http://onlinelibrary.wiley.com/doi/10.1111/puar.12434/abstract>.

<sup>4</sup> The 350 objectives do not include all government corporations and independent establishments. Rather, this number consists of the 24 CFO Act Agencies excluding the Nuclear Regulatory Commission.

takes more than one year of funding and effort to realize results. While the Department of the Interior's strategic plan integrates across the various bureaus to show how the different programmatic efforts in the different bureaus contribute to related goals, funding allocations are provided by individual bureaus and the budget activity or program supporting each strategic objective. This approach at the Department of the Interior illustrates the performance and budget link, based on evidence and evaluation, which the strategic review process is intended to inform within agencies.

Looking ahead to 2016, the upcoming round of strategic reviews will look to cement gains made in agencies' capacity for conducting effective reviews, advancing them further along the maturity model by providing an appropriate policy structure and framework to anchor their strategic plans and review processes. OMB guidance largely aligns with and complements several practices for conducting effective agency strategic reviews recently identified by GAO,<sup>5</sup> underscoring the importance of providing a strong policy framework in which to institutionalize this critical component of performance management. As OMB, the PIC, and agencies share best practices and lessons learned from previous rounds of strategic reviews, the Administration anticipates they will play an expanded role in informing budget development and operational decisions, facilitating a broader improvement in the use of evidence for decision-making by managers across the Federal Government.

### **Strengthening Agency Capabilities, Collaboration, and Knowledge**

Since its establishment, the Performance Improvement Council (PIC) continues to play an important role in sharpening and broadening the application of performance management tools throughout the Federal Government by providing opportunities for Federal program managers and performance professionals to share practices and build their own capabilities.

The PIC offers a number of ways for agencies to collaborate and build capabilities. Most recently the PIC released the results from a working group involving individuals from across Law Enforcement entities in the Federal Government. This working group explored some of the challenges of performance measurement in their particular work. In the lead-up to the 2014 strategic review sessions, the PIC hosted several strategic review-themed summits for agencies, and published a training guide on leading an effective strategic review as a follow-up to agency's initial experiences. The PIC holds a speaker series on performance issues and convenes a number of larger-scale government-wide events for employees to work together to solve common challenges around implementation of the Government Performance and Results Modernization Act. These collaboration opportunities have brought together hundreds of people across two dozen agencies and will continue in 2016.

In addition to ongoing working groups, summits, and speaker series, the PIC has launched two websites in recent years, expanding its reach and impact to the larger government performance community through a strengthened online presence. Their namesake website, *PIC.gov*, provides news about the Federal performance management and improvement community. The Performance Learning Center at *LearnPerformance.gov* has been operating in beta form but will be updated in 2016, and promises to be a one-stop-shop for online training, resources, and career development for federal performance measurement and management. *LearnPerformance.gov* will provide users with a variety of learning resources and training course information, and is designed for multiple audiences, including performance analysts, program managers, and others contributing to government performance management.

The PIC has also led in establishing innovative, cross-agency initiatives focused on strengthening agency performance management capabilities that move agency progress on performance goals. The PIC engages in building capacity for those new to the performance field through an established training program offered at no charge to Federal employees three-times per year, as well as a professional development program called the Performance Enthusiast and Ambassador Program. These programs invest in community members through building their knowledge and skills in performance management and measurement, ultimately transferring that knowledge back to their agency.

Supporting a facilitative approach to cross-agency collaboration, the PIC's Collaboration Studio team successfully delivered 65 engagements during FY 2015, with a focus ranging from cross-agency and agency priority goals to supporting agency and policy council teams in building better clarity on goals and outcomes. In one illustrative example, the Collaboration Studio team led the design and implementation of the IT Solutions Challenge Initiative for the Federal CIO, finding innovative solutions based on the fresh perspectives of Federal IT staff. In 2016, the Collaboration Studio will continue to focus on using action-based approaches to help teams solve leadership and cross-cutting government challenges.

And lastly, the Leaders Delivery Network (LDN) is a leadership and cross-agency networking program designed for APG deputy goal leaders across the Federal Government. Throughout the FY 2016-2017 APG cycle, a cohort of approximately 25 leaders from 17 major agencies will meet bi-monthly to engage with high profile speakers, discuss challenges, and share best practices in program management and implementation. LDN participants are also offered several additional opportunities throughout the two-year cycle, including coaching, individualized managerial consultations, and self-assessments that help target opportunities for professional growth and results.

Through efforts like the LDN and Collaboration Studio, the PIC and OMB continue to strengthen the performance management framework, spark targeted improvements, and most importantly, expand agency capabilities and capacity for performance management. Collaboration

<sup>5</sup> Practices for Effective Agency Strategic Reviews. July 2015. <http://www.gao.gov/products/GAO-15-602>.

across the PIC and OMB will continue to be a priority in order to promote learning and innovation in performance management in 2016 and beyond.

### **Communicating Performance Results Effectively**

*Performance.gov* offers an online portal to Federal performance management efforts, helping to improve accountability by providing one, centralized reporting location for the public to find information on agency programs, goals, and regular progress updates towards achieving APGs and CAP Goals. In support of the President's commitment to transparency and implementation of the GPRA Modernization Act, the Administration continues to develop *Performance.gov* to inform stakeholders on performance improvement on the part of major Federal agencies.

Formal, cross-collaborative structures have been created to assist in this endeavor and make continued advancements in this important aspect of Federal performance management policy. Chartered in 2013, the Performance Management Line of Business (PMLOB) was founded with a charge to take a lead role in overseeing future development of *Performance.gov*. An interagency effort comprised of representatives from major Federal agencies, OMB, and the PIC, the PMLOB works collaboratively to develop government-wide performance management capabilities to help meet the transparency requirements of the GPRAMA. PMLOB continues to support the evolution of *Performance.gov* from a site that is not just a GPRAMA-compliant tool, but to one that communicates performance results effectively and offers a cohesive, comprehensive view of Federal performance.

### **Performance Agenda Looking Ahead**

The work of the Federal Government has a tangible effect on people's lives – on small business-owners who need loans, on young people who want to go to college,

on the men and women in our Armed Forces who need the best resources when in uniform and who, after they have served, deserve the benefits they earned. Whether protecting individuals and communities, modernizing infrastructure, investing in our children, or taking care of the most vulnerable, the American people deserve a highly effective government. Delivering high-performing Federal programs for the American people is not the exception, but the norm. Building a government that works smarter, better, and more efficiently to deliver results for the American people is a cornerstone of this Administration. The five management practices outlined in this chapter inform the Administration's approach to delivering on the goal of a high performing Federal Government, and offer descriptive insight into the progress that has been achieved by agencies to date.

These practices provide the framework to shape future initiatives in Federal performance management. As work continues on agency internal controls and enterprise risk management, 2016 offers an opportunity to integrate risk management profiles around mission and mission support functions in agency strategic planning and reviews. Opportunities also exist for collaboration and integration across evidence, evaluation, and performance teams.

The Administration is strongly committed to the President's charge to deliver a government that works, a government that is smarter, leaner, and more effective, one that produces tangible results all around us – in a small business opening its doors, more homes becoming energy-efficient, new wind turbines generating clean renewable energy, healthier children, better served veterans, and falling crime rates. Leadership engagement, clear goals, measurement, analysis of progress, and frequent progress reviews to find and promote what works and fix or eliminate what does not are keys to improving the lives of the American people.

