Building a High Performance Government:
Achieving the Administration’s High Priority Performance Goals

May 18, 2010
“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
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.
A&E attenders spending no more than than 4 hours in A&E, England

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

Data Source: FamLink; Run date 9/01/09
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
• **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
• 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

Leaders set priorities

Measurement and Analysis

Transparency

Goal-Focused, Data-Rich Discussion Informs Action
Overview of High Priority Performance Goal Process

Each Agency Sets 3-8 Priority Goals

Identify Goal Leaders

Action Plans

Quarterly Updates

Data-Driven Performance Reviews

Public Updates on Portal

Agency heads set ambitious, meaningful, and measurable targets to be achieved by end of FY 2011 within current legislation and budget. Some require collaboration of multiple agencies and programs. Published in 2011 budget on February 1.

Agencies have now selected goal leaders for each goal.

Action plans identify problems, implementation strategy, contributing programs, measures, and milestones, and management review processes.

Agencies update progress on quarterly measures and milestones. Ongoing on at least quarterly basis.

Beginning in July, OMB will hold reviews focusing on goals where: cross-agency collaboration is critical to success, agencies are behind, or opportunities to highlight success.

Progress on HPPGs reported on new web site, following reviews in July.
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)
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
• **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**
• 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
• 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.”
• 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

1. Measure performance and other key attributes
   - Data
   - Evaluate

2. Search for promising practices
   - Do promising practices exist (positive outliers)?
     - Yes
       - Validate/Demonstrate Replicability
     - No
       - Develop/Experiment

3. Search for proven practices
   - Do proven practices exist?
   - Do more cost-effective practices exist?

4. Scale/Promote proven practices