



Building a High Performance Government: Obama Administration's Performance Management Approach

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Government That Works

“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*





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, lack of senior leadership attention
- **Evolving Vision**
 - From reporting to improvement
 - Communication to inform, enlist, engage
 - Analysis to find and apply change drivers





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





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**





Key Elements of the Administration's Approach to Improving Government

- **Leaders set clear, ambitious, outcome-focused goals for a limited number of priorities**
- **Agencies measure, analyze, and communicate performance information to drive progress on their priorities**
- **Leaders frequently review progress on their priority goals**





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 generation (excluding conventional hydropower and biopower)**
- **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)**





Frequent Senior-Led Performance Management Reviews



HUD



VA



Treasury



FDA





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. ”





Government Performance and Results Modernization Act of 2010

Priority Setting and Cross-Agency Coordination requires:

- Federal Government Priority Crosscutting Outcome and Management Goals
- Agency Leaders to Set 2-year Priority Goals
- Identification of low-priority program activities

Management Reviews

- Review of Federal and Agency Goals at least quarterly

Elevates Roles

- Establishes Chief Operating Officers and Performance Improvement Officers in each agency
- Establishes inter-agency Performance Improvement Council

Transparency/Accountability

- Requires all performance information on central website with quarterly updates on Priority Goals
- Annual reports to Congress on unmet goals



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