



Annotated URLs from a talk on: Performance management in the Obama Administration

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Performance improvement approach: www.goals.performance.gov introduces the core management building blocks: goals (some designated as priority goals), more frequent measurement and analysis, and frequent leader run data-driven reviews, complemented by designation of a goal leader and more frequent communication of performance information for priority goals. These building blocks were chosen based on a strong body of evidence finding that the combination of setting a manageable number of stretch targets, clearly designating the person responsible for managing progress on each goal, and frequent measurement, analysis, and review of progress increases the prospects of success.

Goals: The heads of the 16 United States Cabinet departments and eight other large organisations (for example the Social Security Administration) are required to identify a small number of priority goals they seek to accomplish within two years, without new legislation or funding, but with significant leadership attention. Agency priority goals headline a fuller set of annual agency performance goals and complement a small number of cross-agency priority goals.

The full list of agency and cross-agency priority goals is located at: www.goals.performance.gov/goals_2013. Priority goals for the 24 departments and agencies that set them can be sorted by type (strategic goals and objectives or priority goal), by agency, and by policy theme.

In addition, each agency has a performance.gov home page with easy links to current and historical agency strategic plans, annual performance plans, and annual performance reports. These describe and discuss each agency's fuller set of strategic and annual goals. See, for example, www.goals.performance.gov/agency/hhs

Information about other government wide management improvement approaches can be found under the 'Areas of Focus' drop down list at: www.performance.gov

Measurement: Federal agencies must measure progress on their priority goals no less frequently than once a quarter and on all their performance goals at least once a year. Each quarter, agencies must measure and report performance on the performance indicators in their priority goal statements. In addition, agencies have the option to communicate other indicators to provide context for agency decisions or additional information about longer-term or peripheral impacts. For example, agencies may choose to report indicators about lagging outcomes, unwanted side effects, precursor events, early warnings and demand.

For more information see: www.goals.performance.gov/measuring-and-analyzing-performance-find-what-works

For an example of a priority goal reporting other indicators, see www.goals.performance.gov/goal_detail/SBA/395

Frequent, leadership-run data-driven reviews: The second-in-charge in each Federal agency, the Deputy Secretary or equivalent, functioning as the Chief Operating Officer (COO), is charged by law with running data-driven reviews on the agency's priority goals no less than once a quarter. Also, each agency must have a Performance Improvement Officer (PIO), reporting directly to the COO, responsible for analytic preparation before the quarterly reviews, determining (with the COO and goal leader) those to be invited to the reviews, and assuring follow-up action on items discussed during the quarterly review.

For more information see: www.goals.performance.gov/delivering-better-results-using-frequent-data-driven-reviews

For a helpful illustration and to view one agency's approach to data-driven reviews, see: www.goals.performance.gov/hudstat



Priority goal information: For each agency priority goal, the agency head or COO designates a goal leader who is responsible for managing progress on the goal and explaining to the public why the goal is important, strategies chosen and why they were chosen, progress made (in narrative form and using appropriate indicators), adjustments to prior plans required, planned future actions, and contributing programs. The following priority goal illustrates information available for each priority goal: www.goals.performance.gov/goal_detail/DOI/379

- > **Goal Leader:** For each agency priority goal, the agency Secretary or COO designates a goal owner, referred to as the goal leader, responsible for driving progress on the goal and for appropriately adjusting and implementing planned actions when problems or new opportunities arise.
- > **Overview Tab:** Provides a goal overview, explaining why the agency selected this goal and describes strategies chosen to achieve it and why those strategies were selected.
- > **Progress and Next Steps Tab:** Discusses progress made since the goal was set and for the most recent quarter, describing trends and milestones completed during the quarter. The Next Steps section describes the actions planned for the current and upcoming quarter, including actions to address slower-than-expected progress. The Future Actions section describes the action plan for the duration of the goal period and possibly beyond. Specific planned actions laid out in the Next Steps and Future Actions sections are updated as the agency gains experience and lessons are learned.
- > **Indicators Tab:** Shows trends on the key performance indicators for each goal, as well as for other indicators. The 'Data and Explanations' button allows more detailed explanations of each quarter's performance and shows quarterly targets and indicators' meta-data.
- > **Contributing Programs Tab:** Shows programs contributing to the goal's accomplishment. Agencies can list programs within the agency or in other parts of government, as well as external delivery partners. This tab makes it possible for goal leaders to show the reality and complexity of managing across organisational boundaries.
- > **Learn More Button:** Agencies have the option to add 'Learn More' buttons wherever they like as the Department of the Interior did on the Overview tab for its renewable energy goal. The Learn More button, goes to: www.blm.gov/wo/st/en/prog/energy/renewable_energy.html. This link, in turn, takes you to a list of active renewable energy projects: www.blm.gov/wo/st/en/prog/energy/renewable_energy/active_renewable_projects.html and a list of projects approved since the beginning of the calendar year of 2009: www.blm.gov/wo/st/en/prog/energy/renewable_energy/Renewable_Energy_Projects_Approved_to_Date.html.

Agencies can also use the **Learn More button** to share lessons learned with others. See, for example, www.goals.performance.gov/goal_detail/DOI/381 and the handbook on crime reduction in Indian communities, which shares agency lessons learned from the four Indian communities which were the initial focus of this goal: www.bia.gov/cs/groups/xojs/documents/text/idc-018678.pdf
- > **Other priority goals:** Near the top of each goal home page, to the right, is the header 'Agency Priority Goals'. A drop-down menu links to each department's full set of priority goals.

Program inventory: To inform identification and support coordination of federal programs supporting similar goals, the US federal government is exploring how best to list and describe federal programs. Each of the 24 agencies with priority goals has prepared a program inventory.

See: www.goals.performance.gov/federalprograminventory

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