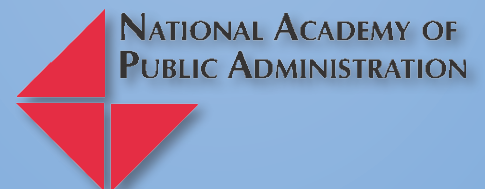




JANUARY 27, 2014

GETTING THE MOST FROM STRATEGIC REVIEWS:

*A Report from A Joint Forum of The United States Office of Management and Budget
and The National Academy of Public Administration*



Executive Summary

Strategic reviews are the annual data-driven reviews initiated by the U.S. Office of Management and Budget (OMB) and consistent with the Government Performance and Results Act Modernization Act. Details about the process and requirements of the reviews are included in OMB Circular A-11, Sections 270.8 through 270.23. To give agencies more practical advice on what constitutes a successful, impactful strategic review, OMB collaborated with the National Academy of Public Administration (the Academy) to convene responsible agency officials, individuals with experience conducting successful strategic reviews, and Academy Fellows with relevant experience to inventory and share what works and what doesn't in the reviews.

In January 2014, the Academy and OMB led a half-day discussion of strategic reviews. In attendance were officials from various offices throughout OMB, agency officials charged with overseeing the implementation of performance management in federal agencies, experts, including from state or local governments, with expertise in performance management, and Academy Fellows with deep experience making performance management work in public sector organizations. The day was made possible by the generous support of Booz Allen Hamilton, Federal Management Partners, ICF International, and Management Concepts, each of which contributed their considerable expertise to the collaboration. See Appendix A for a list of participants.

The day began with a presentation on OMB expectations (see OMB Presentation in Appendix B). Officials from the OMB Office of Performance and Personnel provided an overview of the law, their perspective on the federal performance management cycle, how strategic reviews should be conducted, and how they should mature to enhance performance over time. Representatives of the Performance Improvement Council also shared their perspectives on strategic reviews, suggesting the reviews should be a tool for “getting things done.” The Government Accountability Office, which has long studied efforts to enhance performance in the federal government, provided a laundry list of “do’s and don’ts.”

Agency representatives reported on the lessons learned from their experience conducting strategic reviews. The practical lessons they shared offered agencies a firm foundation on which agencies could learn what tactics helped ensure successful strategic reviews. Because of the longstanding frustration with the lack of impact performance has on budget decision making, time on the agenda was set aside to discuss how to leverage the strategic reviews to enhance budget and performance integration. Following the budgeting discussion, speakers offered their insights into how evidence can impact a broad array of programmatic, agency, cross-agency, and intergovernmental decision making.

This forum on strategic reviews provided agencies a rich source of lessons they can apply to ensure strategic reviews have the lasting, practical impact intended by the law and OMB. A detailed discussion of the day’s presentations follows. In addition to the guidance offered in the law and OMB guidance, major lessons from the forum included:

- Strategic reviews require sustained, high-level leadership commitment to be successful.
- To ensure leadership remains committed and the meetings are taken seriously throughout the organization, the discussion should focus on those issues most important to leadership.
- Reviews should include all relevant decision makers and must be interactive, not a series of presentations. The focus should be on what needs to be decided.
- To ensure relevance, program evaluation and budget processes must be integrated into the strategic reviews and ensure that budget and evaluation officials are part of the process.
- Because no organization achieves its objectives on its own, strategic reviews should consider all contributors to a goal and ensure they are integrated into the performance management process, if not the meeting itself.
- Data quality or the lack thereof is often a major weakness of strategic reviews. Agencies must ensure data is reliable enough to drive decision making. Additionally, before going to great lengths to correct data quality issues or collect new data, agencies should look for other sources of data that haven’t been thought of to fill gaps in what is not known.
- Strategic reviews should be disciplined and result in clear, actionable steps that are assigned to responsible officials.
- In a democratic system of government, performance and evidence will rarely be the only factors driving decision making.
- Because the strategic reviews should not be “punitive,” those whose goals are being reviewed should be provided questions or issues in advance, to the extent possible.
- Meetings should be as transparent as practicable. Posting of data and/or presentations to an internally accessible website is preferred.
- To institutionalize the strategic review process, the review meetings should be held at the same location and, if possible, at regular times.

Clearly, agencies will tailor strategic reviews to have the greatest impact on their organizations, their programs, and their cultures. But the lessons learned by those who have taken the leap to hold and sustain strategic reviews should be strongly considered by those leading strategic reviews today and in the future. The impact of strategic reviews will be greater and the pace of maturity will be faster if the performance management community learns and applies lessons together.

Background

Discussions and small group collaborative brainstorming covered a variety of topics, including the enhancement of the strategic review process to strengthen budget and policy formulation, evidence-based decision-making, and OMB and Performance Improvement Council leadership perspectives on improving performance across all levels of government.

On behalf of the U.S. Office of Management and Budget (OMB), the National Academy of Public Administration (the Academy) convened over 100 key stakeholders from federal agencies, offices of inspectors general, the Government Accountability Office (GAO), academia, and private sector partners to share leading practices related to strategic reviews. The Academy is an independent, nonpartisan, and nonprofit organization chartered by the U.S. Congress to assist governments at all levels to address their most significant governance and management challenges. This forum was generously underwritten by Booz Allen Hamilton, Federal Management Partners, ICF International, and Management Concepts.

The Government Performance and Results Modernization Act (GPRAMA) of 2010 expands on the Government Performance and Results Act (GPRA) of 1993 by creating a more defined performance framework, a distinct governance structure, and a more highly connected network of planning and performance information. The new law contemplates three different types of reviews to assess and improve performance: quarterly reviews of cross-agency priority goals; quarterly reviews of agency priority goals; and annual reviews of strategic goals and objectives (strategic reviews). This forum focused on the strategic reviews.

Under GPRAMA, all federal agencies are required to undergo data-driven strategic reviews of strategic goals and objectives and use the results to inform strategic decision-making, budget formulation, and near-term agency actions, as well as preparation of the Annual Performance Plan and Annual Performance Report. The strategic review addresses this challenge “to determine whether the agency programs or activities meet performance goals and objectives outlined in the agency performance plans.”¹ It helps agency leaders develop a broad foundation of evidence and data in order to prioritize policy and budgetary decision-making. Finally, the reviews incentivize communities of learning and the sharing of promising practices.

This report contains a high-level summary of the presentations and discussions during the forum. It concludes with observations on best practices and needed next steps.

Summary of Presentations and Discussions

Presentation: OMB/Performance Improvement Council Perspective— A Vision for Strategic Reviews

OMB leaders reviewed recent efforts to improve agency performance through implementation of the GPRAMA, and upcoming implementation of the strategic reviews. The Performance Improvement Council (PIC) also described the council’s role in building agency capacity and sharing best practices in this area. Note OMB’s presentation in Appendix B.

Highlights from Presentations by OMB:

Speakers discussed the performance management approach, which was developed from a review of promising practices and models from international, state, and local governments as well as from the private sector. They stressed the importance of having agency leadership engaged in the process; including designing high-level performance goals that get senior leaders engaged. They discussed a major challenge facing performance improvement professionals, which is having high quality and timely data but pointed out that getting leadership involved will help to mitigate this challenge. Agencies can use measures to assess cross agency goals; measure agency priority goals; and help develop outcomes.

Strategic reviews were also introduced in a new part of the GPRAMA. This provides agencies an opportunity to review their strategic objectives and determine if they are achieving outcomes and, if not, how to adjust strategy. The performance data reviewed during the strategic reviews is also being posted on www.performance.gov, a tool for internal and external use of federal government performance information.

GPRA has been updated to require the Secretary and the Deputy Secretary to be involved in the performance improvement process. The law also emphasizes the importance of measures focusing on the goal and strategic objective area.

—OMB

¹Government Performance and Results Modernization Act of 2010

Additional Highlights from OMB:

OMB provided background leading up to the establishment of Strategic Reviews, discussing the [OMB Circular A-11](#) and its use to establish a process where objectives were evaluated and reviewed against the strategic plan. The strategic reviews were created to develop a more reliable process to review performance for a set of objectives so agencies can better determine if they are achieving intended outcomes.

The strategic review is an annual assessment that synthesizes available performance information and other evidence to inform budget, legislative, and management decisions. It's conducted by agencies for each "Strategic Objective" in an agency Strategic Plan, with OMB review.

Agencies have the flexibility to develop their own approach when creating their strategic goals, strategic objectives, and indicators. The core of the Strategic Reviews is taking place during the spring, not during the budget season in the fall, which allows more time to focus on performance information.

—OMB

The intended benefits of the strategic reviews include:

- Helping meet the needs of leadership in identifying opportunities for reform proposals, executive actions, communications, etc.
- Synthesizing a broad evidence and information base (indicators, evaluations, risk management, partner contributions, external factors, research, etc.) and prioritize findings for decision making.
- Making meaningful distinctions in performance, such as identifying areas of noteworthy progress and significant challenges.
- Incentivizing organizations to develop a culture focused on learning and improving performance.

Strategic reviews also help to create a culture within the agencies where leadership and field offices are engaged in the review process. To meet the expectations of the GPRAMA, agencies develop a mission statement toward which the agency's strategic goals are aligned; typically about three to five strategic goals that communicate outcomes the organization is working to achieve. Each strategic goal has several strategic objectives; typically an agency has 20 – 30 strategic objectives that further clarify the agency's strategy to achieve long-term outcomes. Finally, strategic objectives are measured using multiple performance indicators that are usually specific and quantifiable targets.

When establishing strategic reviews, agencies are being asked to look at past performance and "take stock" of where they have been. Agencies are also asked to look forward to the risks they are facing and the internal or external factors influencing performance. OMB encourages agencies to take different approaches when setting up their strategic reviews based on what works best for the organization and its mission.

OMB recognizes that some agencies are in the early stages of establishing their strategic reviews. It is anticipated that strategic reviews will mature over time, growing from ones in which minor course corrections are contemplated or performance measures developed to those where, eventually, budget and legislative proposals are designed to enhance results or enterprise risk management is impacted by the data reviewed.

Highlights from the Performance Improvement Council:

The role of the Performance Improvement Council (PIC) is to provide agencies an opportunity to share how they are implementing their strategic and data-driven performance reviews. For the first year, the most important aspect is to get buy-in from all necessary stakeholders. For the second year, the focus will be on demonstrating impact, and for the third year, the focus will be on improving data quality, timing, and evidence used in strategic reviews.

Presentation: Insights for Strategic Reviews

GAO leadership addressed how key practices can be gleaned from outside the federal government to inform strategic reviews as agencies establish their approaches.

Highlights from GAO:

GAO agreed with OMB's focus on managing for results and using strategic reviews—recognizing that regularly focusing on performance is important for an agency's success.

GAO emphasized that if an organization's goals cover exclusively its own programs or issues, then they are not designed to look broadly enough.

Agencies need to establish a governance structure for the strategic review. This means asking questions about what is in place to make sure the results are achievable.

—GAO

Most issues cross boundaries. Keeping an eye on external factors is also basic risk management.

GAO listed a number of questions it has found important to examine in any strategic review:

- Do I have the right analytical tools to produce the insights I need?
- Are the right operations in place to meet your objectives?
- What quality of data do I need and what quality is it?
- Are the outcomes of my strategic review actionable?
- How can we use the experience and results from the strategic reviews to improve the strategic reviews themselves overtime?

Panel: Agency Perspectives – Idea Share on Approaches to Strategic Reviews

Agency leadership addressed the approximately 300 strategic objectives across the major agencies and the strategies agencies are considering to assess their objectives. Agencies also focused on ensuring reviews are used as important leadership tools; and to effectively engage leaders, other staff and external stakeholders.

Highlights from the Department of Housing and Urban Development (HUD):

HUD shared the experience with strategic planning at HUD and incorporating the HUDStat in the information management process.

At HUD, agency leadership will chair the strategic reviews and key leadership from the field may be involved in the process, as field staff have participated in HUDStat. HUD currently has 20 strategic objectives that will be reviewed during the strategic reviews (12 are considered strategic and 8 are operational). During HUDStat, which will be leveraged under strategic reviews, leadership looks at where they have met their targets and what they can do better.

With respect to HUDStat, coming out of each meeting are next steps in terms of **tactics** (who needs to do what by the time of the next meeting?) and **longer-term goals** (what longer-term actions need to be taken?)

To avoid grandstanding, HUD ensures the meetings are focused. They 1) keep the focus on **questions that leadership is interested in** and 2) keep opening remarks limited.

In an example of leveraging strategic reviews for cross agency collaboration, HUD described the experience of bringing the Department of Veterans Affairs (VA) and HUD together to combat veterans homelessness. Three **key elements** characterized the successful collaboration:

- Leadership commitment, including the HUD Secretary and VA Deputy Secretary in the meetings;
- A data-sharing agreement so there was agreement on what information was used to measure progress;
- A governance structure, with both sides looking at the data together on an ongoing basis (between meetings) as a learning group, which helped build trust.

HUD also described some of the challenges they face in designing an effective strategic review process:

- How to organize the agenda: should it be planned and structured or should it be open?
- How do you review all 20 strategic objectives in only an hour?
- How do you keep the information fresh to keep the momentum?
- How do you continuously review the information throughout the year?

Highlights from the National Aeronautics and Space Administration (NASA):

NASA shared its process for establishing meaningful and impactful strategic reviews. When hosting strategic reviews, the focus is on keeping them simple and using existing processes. Throughout the strategic reviews, NASA leadership and staff discuss how they are achieving their objectives. The Chief Operating Officer is engaged in the methodology development as well as the other offices within NASA.

NASA has established a governance system that is supported by NASA leadership. NASA recognizes that the Strategic Reviews are an evolving process and is open to changes to improve the process.

—NASA

NASA has followed OMB's recommended approach to establishing strategic reviews. The agency focuses on past and future performance that helps to guide how they implement their performance improvement approaches.

NASA also will leverage the following tools to support their strategic reviews

- Developing a monthly performance newsletter that is open to everyone, listing data calls and providing information on what's being reported;
- Holding monthly communities-of-practice meetings to discuss what is happening, bringing staff up to date on NASA's performance; and
- Discussing opportunities to leverage best practices from offices throughout NASA.

Highlights from the Department of Labor (DOL)

DOL shared challenges and strategies for improving stakeholder engagement as this is key to a successful strategic review.

One challenge many agencies are likely to confront is low stakeholder engagement. Because of competing priorities, keeping everyone's attention will be difficult. With 10 strategic objectives, DOL has a heavy focus on reporting, and it is critical to keep everyone's focus. With 17 department heads, all of whom have different priorities, this can be challenging.

In an effort to increase staff engagement, some lessons have been learned:

- In order to get the offices engaged, it is important to emphasize that the size of an office's budget is linked to the amount of performance they can achieve. This increases their emphasis on the strategic reviews.
- Performing a Strengths, Weaknesses, Opportunities, and Threats analysis before the budget cycle incentivizes agencies to show budget requests are aligned to reflect performance.

DOL has a strong program evaluation component within the organization that promotes data-driven decisions that focus on having a five-year view on what they want to achieve; tying performance to the budget; and using high quality data.

Panel Using Strategic Reviews for Making Budget Decisions

Agency leadership explored how to use the results of the strategic reviews and other evidence, including performance information, to best inform policy and budget decisions and to inform budget tradeoffs.

Highlights from the United States Department of Agriculture (USDA):

USDA addresses the challenges of linking budget to the policy objectives for performance for the 2016 budget with the new set of GPRAMA requirements. Using the strategic reviews as part of the budget process and aligning performance and the budget help to get the most out of the limited resources. It is important not to make the strategic reviews a punitive process, but some programs are likely to do get more or less money depending on what the data show. USDA also works to integrate the strategic reviews with existing processes, wherever possible.

Highlights from the Budget Review Division, OMB:

OMB discussed the linkage of strategic reviews with the budget formulation process for 2016. It is important to discuss priorities and objectives up front in conducting the strategic review. This process will evolve in linking budget formulation and performance by identifying and applying lessons learned over time.

Highlights from US Policy Metrics:

US Policy Metrics shared its perspective on how the Program Assessment Rating Tool (PART), a former performance management tool, and the GPRAMA compare. Both the PART and the current GPRA law are effective, but if the preference is to focus on the strategic objectives, OMB's implementation of GPRAMA addresses this more effectively. With PART, every program was assessed as if it had value, though that is not always the case. No program's performance is exactly the same. Performance reporting is an art; many don't always believe in the data. Agencies need to provide good enough data so the information can be taken seriously enough to inform decisions that would otherwise be made based on purely political considerations.

Highlights from George Mason University:

George Mason University addressed the question of how to ensure that strategic reviews are represented in the process of setting the objectives for each of the agencies, and that the reviews are established with the proper scope and depth. How to institutionalize strategic reviews is challenging because agencies are usually focused on their own goals, not on enterprise-wide goals, shared with

other agencies or other stakeholders. It is also difficult to know how to scale up strategic reviews to the budget level and how to best engage partners. For example, stakeholders representing many agencies who are focused on similar objectives should be engaged in the strategic review. The Netherlands uses effective internal departmental reviews that cut across various agencies and focus on one outcome. It is also important to engage Congress on the strategic reviews, and OMB could play an important role in helping agencies be more collaborative with Congress.

Highlights from ICF International:

Represented by an experienced former Chief Human Capital Officer at a large federal agency, ICF discussed how to ensure that people are empowered with the right skills when using performance management. To address the problem of over-reliance on contractor support, it is crucial to bring human capital and procurement staff together to identify staff's strengths and to align them to positions that best fit their strengths.

Panel: Strategic Reviews and Evidence-Based Decision-Making

Performance experts address promising practices in conducting evidence-based reviews of strategic issues; experiences or models from other organizations, states, or localities that can inform strategic review practice; and what has worked well in using evidence in the private or non-profit sector in making strategic decisions.

Highlights from Advisor for Evidence-Based Innovation, OMB:

OMB explored the process of incorporating evidence into strategic review process. It is crucial to have a leader or group of people who promote using a body of reliable evidence during the strategic review process. It is important to give people the courage to ask the questions they do not know and identify the critical knowledge gaps and an approach to fix those gaps.

OMB enumerated questions that can enhance the integration of evidence into the management of agencies and programs, including strategic reviews:

- What do we already know about what works? Is there a ready source of evidence already collected?
- What are the critical knowledge gaps we need to fill?
- What innovations or experiments could we implement to fill those knowledge gaps?
- Do we trust the data or is there better data available somewhere else already?
- Are we integrating performance and evaluation efforts?
- How can we improve implementation at the State and local levels through greater flexibility, focus on results / evidence, and streamlining reporting requirements?

If agencies are uncertain about the validity of data being used for strategic reviews, staff need to develop an approach on how to improve the data quality. Suggestions may include creating a suite of tools to help track performance within the programs, including tools for collecting and reporting performance data. It is important to create the conditions so the field offices can do their job.

Highlights from the Chief Evaluation Officer, DOL:

DOL shared experience with evidence-based decision making. DOL is comprised of 17 operating agencies and has a learning agenda, specifically a way for each agency to list what they want to know or do, but can't. The learning agenda is a way to fill the knowledge gaps.

The Chief Evaluation Officer spends most of her time collecting data and looking at which measures are using good and bad data. She also provides a focus on integrating the program evaluation and performance management groups within the agency. It is important to work with all groups on performance data to have performance measures for which there is accountability.

When reviewing the agency's performance, important lessons from DOL's experience:

- Performance measures should be limited to those that are relevant and useful to the accomplishment of the organization's mission;
- Data and evaluations must also be relevant;
- Evaluations should be aligned to strategic priorities; and
- Institutionalizing the use of evidence will make program evaluation and performance data more useful to the agency.

The role of OMB must be to provide support to help agencies meet their performance needs. OMB cannot only focus on aligning budget to performance; if it does, strategic reviews will not be institutionalized within the agencies.

Highlights from Montgomery County, Maryland:

Montgomery County discussed collecting data to support the strategic decision making process, providing an example of how it is being done at the local government level. Senior leadership within the county support a strategic review process and require the department heads to participate and contribute. These reviews are not punitive and provide a collaborative approach. Presentations are shared with meeting participants beforehand and then are released to the public to increase transparency and accountability.

Highlights from Booz Allen Hamilton:

Booz Allen Hamilton shared findings of research related to integrating data for strategic reviews. This research looked at the decision making of officials for sub-cabinet offices and made some conclusions:

- Officials who achieved an outstanding rating practiced vigilant decision making that was both qualitative and quantitative. These decisions were both budgetary and programmatic in nature. It was “in their nature” to think this way. These officials understood the limitations of the data and attributed their most difficult decisions to limited data available. They relied on dashboards and used program evaluations.
- For enterprise-wide outcomes, it is important to do tangible things to integrate programs with multiple agencies. Agencies are not as integrated as they should be, rather agencies are typically “stove piped” and do not work very effectively together.
- There needs to be a governance plan outlining how to get agencies that share goals connect and work together. Individuals should be assigned responsibility for helping agencies work collaboratively across boundaries.
- There should be an independent office for evaluation that could go to all the agencies and help to evaluate what is working well and not working well.

Everyone who controls performance data should be at the decision-making table. There should be transparency of the data, making it available to leadership.

ISSUES AND CHALLENGES

Small groups collaborated and brainstormed around the questions of (1) the promising evidence-based strategic review practices from their agencies and (2) whether there examples from the private or non-profit sector have value for strategic reviews.

The group identified a number of critical challenges and potential solutions:

- **Challenge:** Government is too complex to replace the budget process with a performance review process. To respond to this challenge, it will be important to start small with the performance process and then let it grow. Focus on small wins.
- **Challenge:** It is difficult to link budget dollars to outcomes. To respond to this challenge, agencies should recognize that this is not impossible and invest management time and resources to achieving it.
- **Challenge:** It is difficult to determine who has control over the strategic reviews at the agency. Even though it falls within the performance management space, other staff must provide inputs into the process. To respond, agencies should move slowly and recognize it is a long-term process to establish effective strategic reviews that include all the appropriate agency staff and perspectives.
- **Challenge:** Establishing and institutionalizing the strategic review process is difficult. Consequently, agencies should realize that they need a “village” of people to support the process. There needs to be consequences (both short- and long-term) to hold people accountable without being too punitive and; to get buy-in from all forms of leadership within the organization. Agencies should set up a plan and reporting structures. Agencies should know what questions they are trying to answer and make sure they can answer them in the future.

Moving forward, agency participants encouraged the following:

- Cast a wide net to look for relevant and valuable data.
- Agree at the program, policy, and other relevant levels which data matters and the sources and elements to use the data.
- Take time to work out ownership and governance of data.
- Make sure the evaluation office participates in the strategic reviews and is given time to present findings, where appropriate.
- Identify what programs in other agencies have similar outcome goals and collect and evaluate data they have.
- If it does not already exist, propose a program evaluation set aside in the budget
- Build a safe foundation by identifying and utilizing solid and reliable data.
- Let data help agencies determine the effectiveness of programs.

As an example of a promising practice, the DHS Office of Intelligence and Analysis has instituted a framework for periodic and structured use of performance and budget information that is used to review and report on progress in the achievement of strategic objectives. “I & A Star” has quarterly meetings attended by Deputy Under Secretaries and led by Principle Deputies. The office uses performance measures juxtaposed with budget information in the context of strategies.

CONCLUSION

The strategic review is an important new innovative management tool that has great potential to improve federal government performance. Because the reviews are new, they will require sustained, high-level leadership commitment to be successful. To ensure leadership remains committed and the meetings are taken seriously throughout the organization, the discussion should focus on those issues most important to leadership. Reviews should include all relevant decision makers and should consist of an interactive discussion, not a series of presentations, with an action-oriented focus on what needs to be decided. No organization achieves its objectives on its own, strategic reviews should consider all contributors to a goal and ensure they are integrated into the performance management process, if not the meeting, itself. In particular, agencies will need to utilize existing data as much as possible while continuing to improve its quality over time. To improve the public’s awareness of program performance, the federal government will need to increase the transparency of the data being reported from the strategic reviews and improve the current performance.gov website. Also, the strategic review meetings themselves should be transparent, with a presumption that data and presentations will be posted to an internally accessible website. Moving forward, agency officials will need to collaborate with one another to address the issues identified in this forum. They should also consider organizational innovations such as the appointing of a Chief Evaluation Officer position like that of the U.S. Department of Labor.

With the appropriate leadership commitment and cross-agency collaboration, the new strategic reviews have great potential to improve the federal government’s service to the American people.

Appendix A: Forum Participants

NAME	TITLE	AGENCY
Heather Acord	Senior Advisor	DoEd
Hannah Ajakaiy	Program Analyst	NSF
Jeannette Allen	Office of the Chief Strategic Officer	SSA
Kimberly Allen		US Secret Service
David Ambercrombie	D.PIO	VA
Carrie Anderson	Program Analyst	GSA
Jim Arkedis	Advisor	NAPA
Margo Bailey	Strategic Planning Team	HHS
Amber Baum	Staff Associate for Perf. Mgt.	NSF
Don Bice	PIO	USDA
Michael Binder	Str. Planning/Performance Measurement	EPA OIG
Dan Blair	President and CEO	NAPA
Daniel Blum	Strategic Planning	FAA
Gabriella Bolanos-Ponce	Program Analyst	USDA
Jonathan Breul	Professor	Georgetown University
Dustin Brown	Dep. Asst. Director for Mgt.	OMB
Mark Bussow	Performance Manager	OMB
Robert Cannon	Analyst	Treasury
Kay Cato	Program Analyst	DOJ
Beth Cobert	Deputy Director	OMB
Thomas Criman	Program Analyst	DHS
Amy Culbertson	Assist. Director for Performance Mgt.	DHS
Elizabeth Curda	Assistant Director Strategic Issues	GAO
Elizabeth Dann	Senior Strategist	USDA
Lisa Danzig	PIO	HUD
Kevin Donahue	Director	PIC
Holly Donelly	D. PIO	DOL
Ann Ebberts	VP	Booz Allen Hamilton
Andrew Eilts	Analyst	US Policy Metrics
Judy England Joseph	Adjunct Professor	GMU
Andrew Feldman	Special Advisor for Intergovt. Perf. Mgt.	OMB
Morgan Geiger	D. PIO	DHS
Ellen Gertsen	Strategic Investments Division	NASA
Gary Glickman	Sr. Adviser	Treasury
David Gottesman	CountyStat Manager	Montgomery County
Stephen Hardgrove	COS	DOI OIG
Harry Hatry	Director of Public Management Program	NAPA

Appendix A: Forum Participants Cont.

NAME	TITLE	AGENCY
Michelle Heelan	Consultant	ICF International
Anne Inserra	D. PIO	US Consumer Product Safety
Brenna Isman	Project Director	NAPA
Kathy Johnson	Executive Director	Management Concepts
Quadree Johnson	Office of the Chief Strategic Officer	SSA
Kate Josephs	Performance Manager	PIC
Phil Joyce	Professor	NAPA
Caleb Judy		Peace Corps
John Kamensky	Senior Fellow	IBM Center for the Business of Government
Olga Kasaskeris	PIO	NRC
Jennifer Kearns	Performance POC/Program Analyst	NASA
Beth Killoran	Dep. Directory - Program Mgt.	DHS
Linda King	Planning Performance Mgt.	DHS
Robert Koopman	COO	USITC
Amy Kort	Performance Manager	FEC
Jolene Lauria Sullens	Deputy Assistant Attorney General/Controller	DOJ
Jay Lerner	Chief of Staff	DOJ OIG
Gary Libby	Business Development Executive	Management Concepts
Jeff Little	D. PIO	HUD
Cynthia Lodge	PIO	NASA
Luan Loerch-Wilson	Sr. Program Analyst	SBA
Dave Mader	VP	Booz Allen Hamilton
Terence Mandable	Principal	Booz Allen Hamilton
Steve McMillin	Partner	US Policy Metrics
Jill Meldon	D. PIO	DOJ
Chris Meservy	Program Analyst	USAID
Jason Middlebrooks	Office of the Chief Strategic Officer	SSA
Chris Mihm	Managing Director for Strategic Issues	GAO
Shawn Millin	Office of the Chief Strategic Officer	SSA
Asma Mirza	Performance Manager	OMB
Joe Mitchell	Director of Project Development	NAPA
Dena Moglia	Program Analyst	FEMA
Jeff Neal	Vice President	ICF
Betsy Newcomer	Performance Manager	OMB
Lori Nicely	OCIO Performance Representative	DHS
Demetra Nightingale	Chief Evaluation Officer	DOL
Marcus Peacock	Visiting Scholar	GW

Appendix A: Forum Participants Cont.

NAME	TITLE	AGENCY
John Peery	Program Analyst	DHS
Matt Piester	D. PIO	HHS
Erin Pitera	Chief Operation Officer	FMP
Paul Posner	MPA Director	GMU
Sarah Potter	Strategic Planning	HHS
Jeff Press	Performance Manager	PIC
Steve Redburn	Study Director	NAS
Steve Ripley	Business Development Manager	Management Concepts
Alberto Rivera-Fournier	Sr. Manager for Strategic Initiatives	FRB - OIG
Dave Rowe	Dep. Asst. Director for Budget	OMB
Cynthia Saboe	Dep. AIG for Policy, Planning and Outreach	State OIG
John Salamone	Vice President	FMP
Sennen Salapare	Program Analyst	DOJ
Ethan Sanders	Sr. Fellow	ICF International
Ron Sanders	VP	BAH
Hari Sastry	D. PIO	DOC
Robert Shea	Chair, Board of Directors	NAPA
Regina Smith	Director of Strategic Planning and Innovation	SSA
Theresa Smith	Performance Management and Analysis	DHS
Jessica Southwell	D. PIO	NASA
Lisa Sper	Mgt. and Program Analyst	FMP
Kathy Stack	Advisor - Evidence Team	OMB
Nicole Stein	Program Analyst	Office of Govt Ethics
Lenora Stiles	Analyst	Treasury
Deb Tomchek	VP	ICF International
John Wan	Senior Performance Analyst	SSA
leasha Wartford	Performance Analyst	SSA
Mary Wiggins	Evidence Team	OMB
Megan Woolwine	Statistician - Performance	US Secret Service

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

The National Academy of Public Administration is an independent, non-profit, and non-partisan organization established to assist government leaders in building more effective, efficient, accountable, and transparent organizations. The Academy's unique feature is its nearly 800 Fellows—including former cabinet officers, Members of Congress, governors, as well as prominent scholars, business executives, and public administrators. Our Fellows have a deep understanding of financial management, human resources, technology, and administrative functions at all levels of government, and direct most of Academy's studies.

BOOZ ALLEN HAMILTON

Booz Allen leverages its past to help clients prepare for the future. Our legacy in management consulting enables us to see, hear, and innovate on behalf of our clients in ways our competitors cannot. Each day, we look beyond the requirements of a single client engagement to address the broader context of our client's mission and business goals. Our approach is framed by the key distinction that we don't have customers, we serve clients. Our long track record of client satisfaction is evidenced by this: We have relationships that go back an average of more than 20 years with our 10 largest client organizations. Our ability to meet and exceed client expectations originates in a well-established collaborative culture uniquely supported by the firm's operating model.

FEDERAL MANAGEMENT PARTNERS

Federal Management Partners provides management consulting services to improve organizational performance, including strategic human capital planning and human resource solutions.

ICF INTERNATIONAL

ICF International partners with government and commercial clients to deliver professional services and technology solutions in the energy, environment, and infrastructure; health, social programs, and consumer/financial; and public safety and defense markets.

MANAGEMENT CONCEPTS

Management Concepts promotes organizational achievement by working with individuals to improve performance. Management Concepts offer a variety of services, products, and custom programs all designed to ensure that they meet the unique needs of workforces and organizations. Management Concepts is a Licensed Institution of Higher Education in Virginia. With a breadth of corporate capabilities, they provide the programs and services needed to meet strategic goals.

Appendix B

Presentation to the National Academy of Public Administration
Forum on Strategic Reviews

Implementing Strategic Reviews

A component of the GPRA Modernization Act of 2010

January 27, 2014
Washington, DC
Office of Management and Budget (OMB)



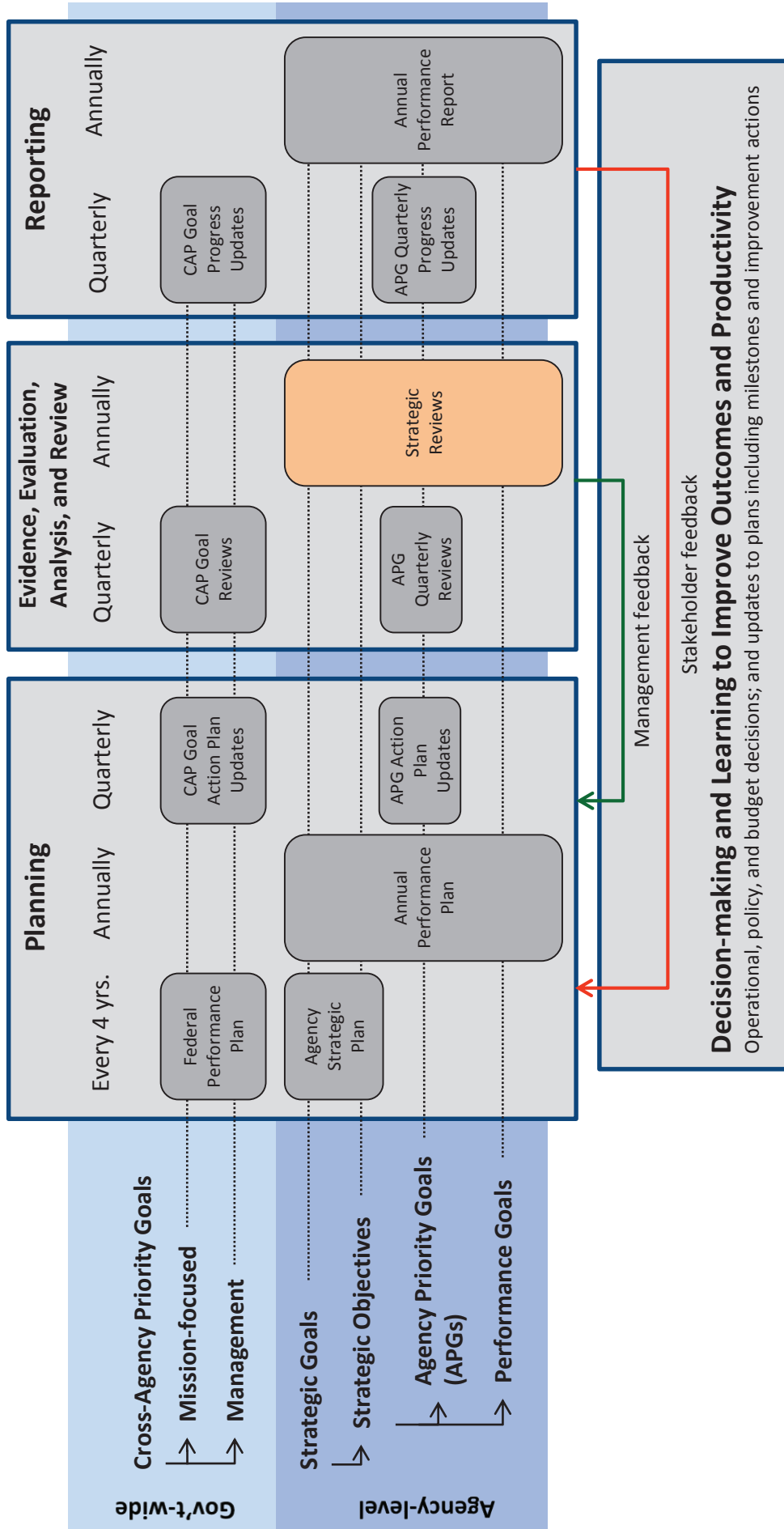
Overview of the GPRA Modernization Act (GPRAMA)

- **Established Performance Improvement Roles and Responsibilities**
 - Established roles for OMB Director, COO (usually Deputy), Performance Improvement Officer (PIO), Goal Leaders, Performance Improvement Council (PIC)
- **Established Goal Framework and Performance Reviews**

<u>Goals</u>	<u>Timing</u>	<u>Performance Reviews</u>
1. Federal Cross-Agency Priority (CAP) Goals	Every 4 years (next in Feb 2014)	Quarterly reviews by OMB Director/PIC
2. Agency Priority Goals (APGs)	Every 2 years (next in Feb 2014)	Quarterly reviews by agency COO/PIO
3. Strategic Goals and Objectives	Every 4 years (next in Feb 2014)	Annual strategic reviews by agencies and OMB

- **Modernized Performance Reporting**
 - Established Performance.gov as the central source for performance reporting
 - Required government-wide list of programs, updated annually

Federal Performance Management Cycle



Strategic Reviews

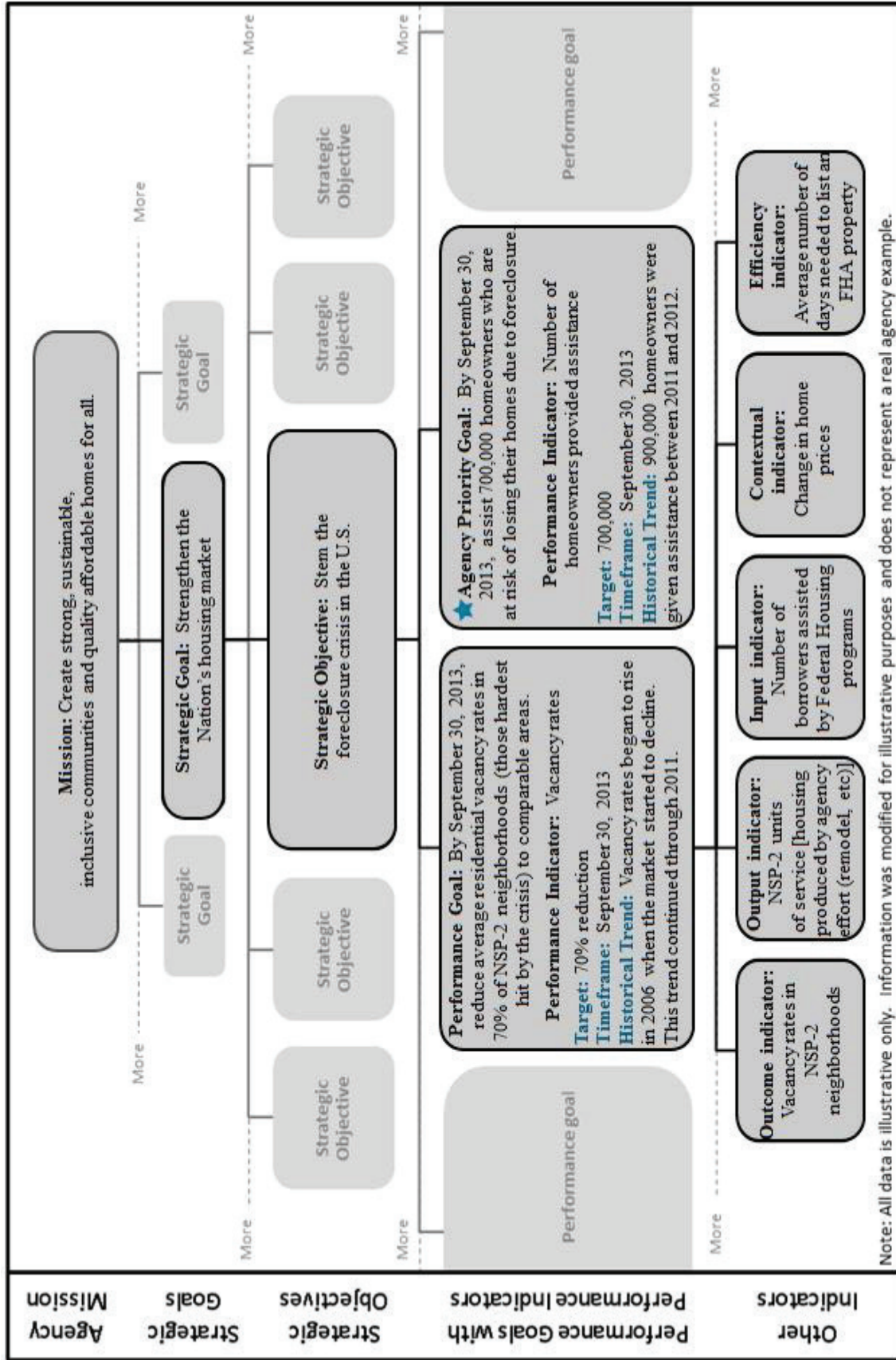
The Strategic Reviews are:

- An annual assessment which synthesizes available performance information and other evidence to inform budget, legislative, and management decisions
- Conducted by agencies for each “Strategic Objective” in an agency Strategic Plan, with OMB review

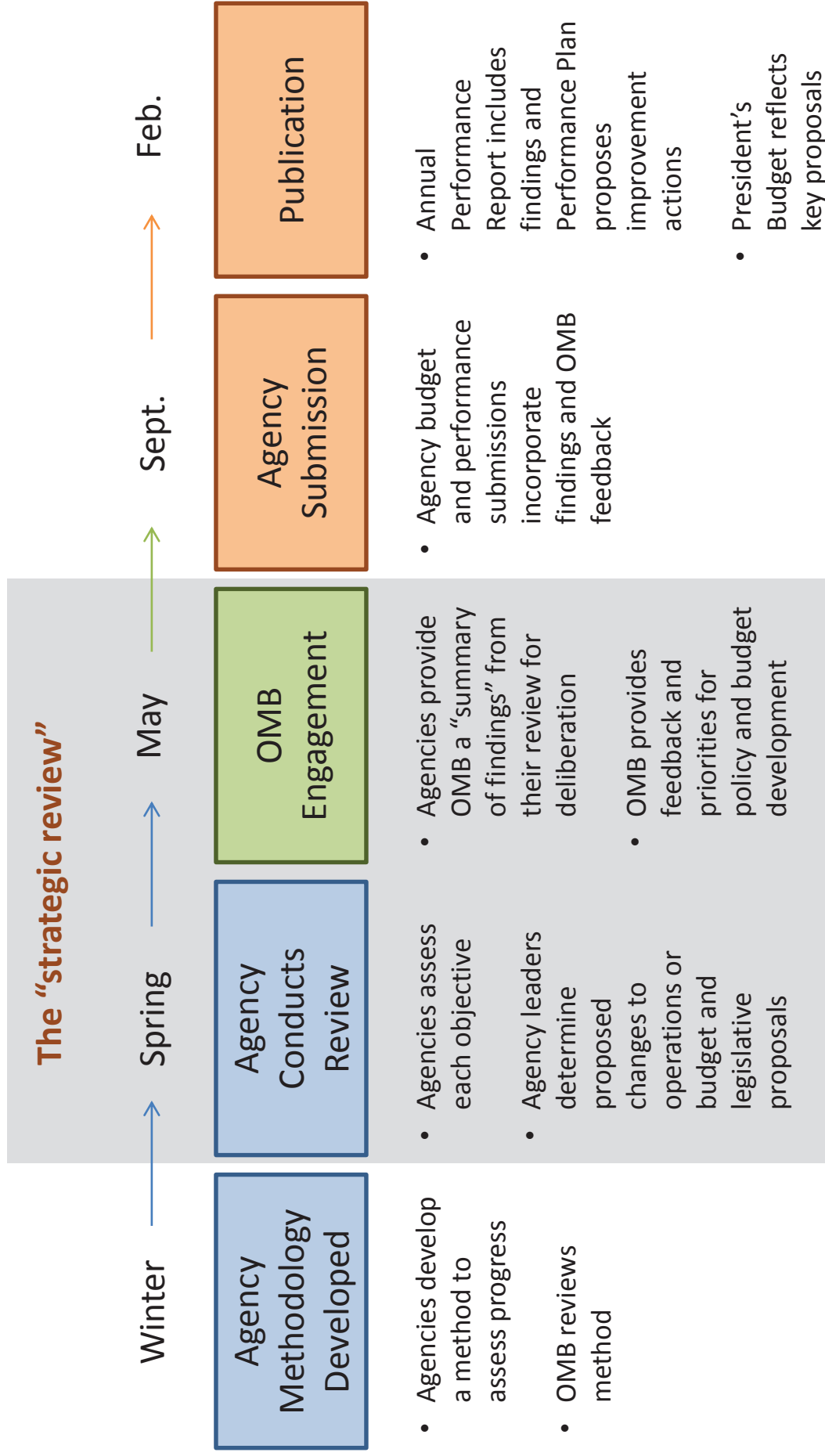
The Strategic Reviews will:

- Help meet the needs of leadership in identifying opportunities for reform proposals, executive actions, communications opportunities, etc.
- Synthesize a broad evidence and information base (indicators, evaluations, risk management, partner contributions, external factors, research, etc.) and prioritize findings for decision-making
- Make meaningful distinctions in performance, such as identifying areas of noteworthy progress and significant challenges
- Incentivize organizations to develop a culture focused on learning and improving performance

Example Goal Illustration



Process & Timeline



Agency assessment

For each strategic objective agencies will synthesize available evidence to answer key questions in four areas:

Performance, Results & Evaluations

What was achieved? What was the program's impact? How efficiently did we deliver these results?

Learning & Innovation

What worked, lessons learned, and successful innovations? What don't we know?

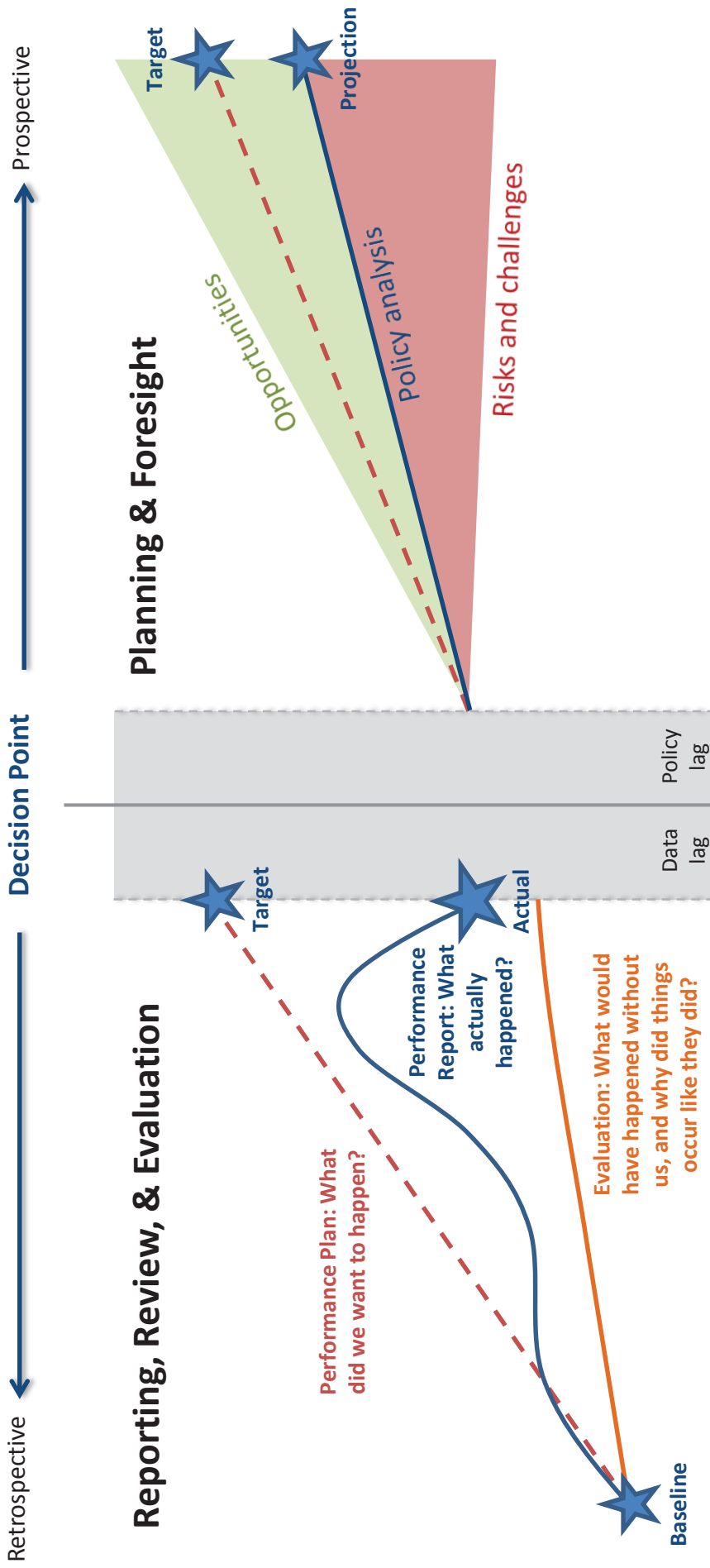
Planning and Foresight

What future opportunities, risks, or challenges may affect outcomes?

Actions and Next Steps

What actions and decisions are needed to improve performance? What are the key next steps? By whom?

Components of a Strategic Review



Learning

- What happened and why
- Lessons learned
- Research and improved understanding
- Exploration and innovation

Improvement Actions

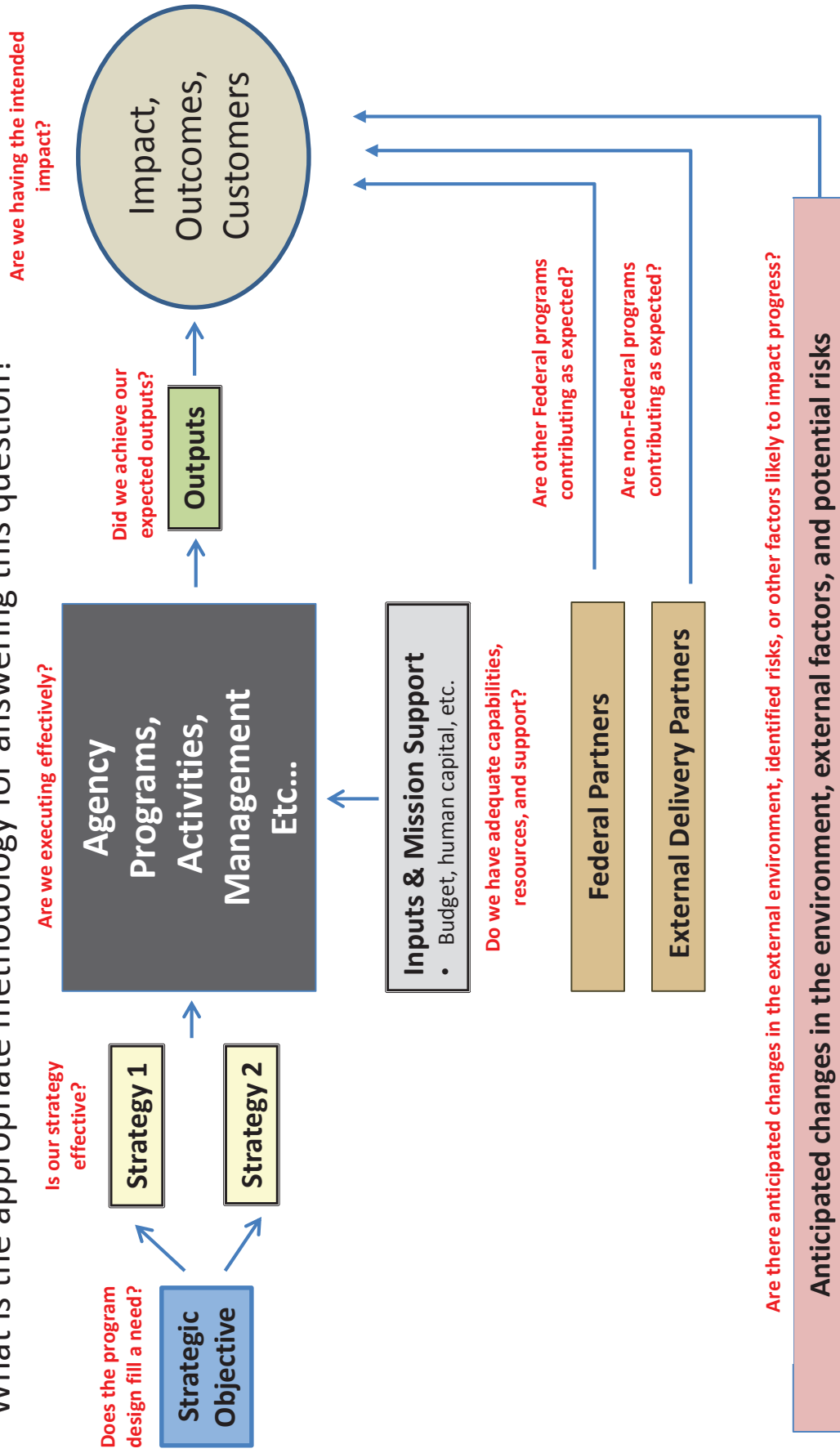
- Changes to strategy and tactics
- Operational improvements
- Budget and legislative proposals

Example: Objective Mapping

What does the existing evidence say?

What are the research questions you are interested in answering?

What is the appropriate methodology for answering this question?



Example: A Framework Model

Evidence, Evaluation, and Measurement

Impact

- Are strategies having the intended impact?
- Were outcome targets met?
- How big of impact did the program have compared to what would have happened otherwise?
- Were there unintended outcomes as a result of the strategies employed?

Implementation

- Were output targets met?
- Was the program cost effective?
- Were there unanticipated challenges in program design, delivery or implementation?
- What organizational, process and technical factors presented challenges?
- Did we have adequate mission support?

Risks

- Are there changes in anticipated need?
- Are there any external factors which could disrupt progress?
- Do we anticipate any changes in our level of support from key partners?
- Are there any upcoming changes to human capital or resource levels?

Opportunities

- Are there changes in anticipated need?
- Are there any external factors which contribute to progress?
- Have there been any significant innovations from our partners or peers we can replicate?
- Are there any new technologies becoming available?

Backward Looking

Forward Looking

Continuous Improvement

There will likely be maturation as agencies become more adept at synthesizing many sources of evidence and conducting analysis.

