

# **Performance & Financial Stewardship— One DoD Perspective**

**Presented by Mrs. Linda Gileau  
GPRA Lead, Office of the Secretary of Defense  
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# Agenda

- Federal Performance Mandates
- GPRA Evolution
- DoD Performance Process Improvements
- DoD Performance Process Challenges
- Performance Improvement Responsibility

# Federal Performance Mandates

- 1993: Government Performance and Results Act
- 2002: “Budget and Performance Integration”--one of five federal-wide President’s Management Agenda (PMA) initiatives
- 2007: Executive Order 13450 “Improving Government Program Performance”
- 2010: GPRA Modernization Act

***Performance improvement is about financial stewardship.***

# GPRO Evolution

- 1993 GPRO:
  - Agency Strategic Plan
  - Annual Performance Plan
  - Annual Performance Report

*Performance was an “annual” activity .*

# GPRRA Evolution (con't)

- 2002 Budget and Performance Integration Initiative:
  - President's Management Agenda
  - Annual Performance Budget
  - Agency quarterly performance reviews

***Performance should support budget justification  
and be reviewed periodically.***

# GPRRA Evolution (con't)

- E.O. 13450:
  - Makes Agency Heads responsible for:
    - Approving annual and long-term performance outcome goals
    - Ensuring goals are aggressive, realistic, and accurately measured
    - Assigning personnel accountability
    - Including performance information in budget justification
    - Using performance results in personnel appraisals
    - Making performance information accessible to the public
    - Appointing an SES-level “Performance Improvement Officer” (PIO) to supervise, monitor, report, and advise
  - Establishes an OMB-led Performance Improvement Council
- Calls for spending taxpayer dollars more effectively and more efficiently each year.



***Performance improvement is about financial stewardship.***

# GPRRA Evolution (con't)

- 2009: Chief Performance Officer to review key outcomes with Agency Cabinet Heads
- 2010: GPRRA Modernization Act:
  - New OPM responsibilities (identify key skills, competencies, and training for performance in relevant position descriptions)
  - New GAO responsibilities:
    - Evaluation of interim GPRRA modernization implementation (Jun 30, 2013)
    - Recommendations for GPRRA modernization improvement (Sept 30, 2015)
    - Evaluation of GPRRA modernization on efficiency and effectiveness (Sept 30, 2017 and every four years thereafter)
  - Additional Agency responsibilities (slide #8)
  - Additional OMB responsibilities (slide #9)

***Added focus on near-term priorities and transparency.***

# GPRA Evolution (con't)

- 2010 GPRA Additional Agency Responsibilities:
  - Identify short-term Agency priority goals every two years with responsible goal leaders and quarterly goals and milestones in Agency strategic and performance plans
  - Designate a senior official and submit an improvement plan:
    - To OMB for each annual goal that is “unmet” ; and
    - To Congress for “unmet” goals for two consecutive years
  - Provide priority goal information to OMB quarterly
  - Make Agency deputies Chief Operating Officials for performance and streamlining Congressional reports
  - Provide searchable, machine-readable strategic and performance plans, reports, and updates on Agency and OMB public websites

***Short-term goals should improve accountability.***

# GPRA Evolution (con't)

- 2010 GPRA Additional OMB Responsibilities:
  - Identify long-term federal government priority goals every four years, with lead officials, common measures, and quarterly goals and milestones for cross-cutting policy and management improvement
  - Determine number of priority goals by Agency and in total
  - Prepare a Federal Government Performance Plan and post to a centralized public website with each annual budget
  - Review priority goal progress quarterly and post Agency program and quarterly performance updates to a single public website
  - Submit:
    - Annual report on “unmet” goals to Agency Heads, Congress, and GAO
    - Recommendations to Congress on goals “unmet” for three consecutive years

***Federal goals should reflect President's Management Agenda.***

# DoD Performance Hierarchy

## National Strategy Drives Mission



## DoD Strategic Goals

### Warfighting Goals

**Goal 1**

Prevail in Today's Wars

**Goal 2**

Prevent and Deter Conflict

**Goal 3**

Prepare to Succeed in Contingencies

### Supporting Goals

**Goal 4**

Preserve and Enhance the All-Volunteer Force

**Goal 5**

Reform Business and Support Functions

*DoD striving for performance accountability at all levels.*

# DoD Performance Process Improvements

- DoD Performance Guidance—included with annual program/budget guidance
- DoD Performance Goals— assessed and finalized in program/budget review process
- DoD Annual Performance Plan--included as justification in annual budget request
- DoD Annual Performance Report--provides trend data for assessing annual budget request

***Primary accomplishments on budget integration.***

# DoD Performance Process Challenges

- DoD strategic goals, objectives, performance targets, and managerial accountability are not specified in DoD Strategic Plan.
- Tendency to focus on process and program-level “outputs” vice strategic-level “outcomes” important to the warfighter and the taxpayer.
- Proposed measures and goals are seldom challenged.
- Current budget and accounting systems do not collect performance data or support a “total cost” concept.
- Separate budget and performance execution reviews.
- Access to quarterly performance updates is limited.
- Relevance to personnel plans, evaluations, and awards not transparent.

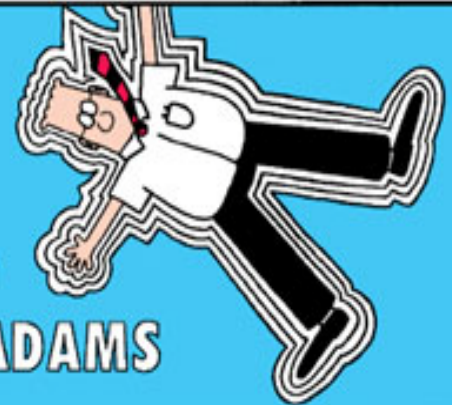
***Not enough focus on performance and personnel integration.***



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# Performance Improvement

- Performance improvement is not limited to:
  - Agency Chief Operating Officers (COOs)
  - Agency Performance Improvement Officers (PIOs)
- Performance improvement is a “role”; it is not a “position”
- Performance improvement:
  - Needs to be recognized as a core competency for anyone having resource management responsibility
  - Calls for spending taxpayer dollars more effectively and more efficiently each year.

***Performance improvement is about financial stewardship.***