

Creating a Roadmap to a High Performing Budget Office

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Federal Consulting Alliance LLC

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Dual Challenge that Budget Leaders Face

- Design a budget process that supports the enterprise governance system
 - Determine the budget timeline and products required to support the governance system
- Build a high performing budget organization that delivers required products on time and to the expected performance standard
 - Create an internal vision and strategy for the budget office
 - Define budget office values and capabilities
 - Build teams and processes that achieve results
 - Enforce staff development and performance standards
 - Support a culture of excellence and disciplined execution

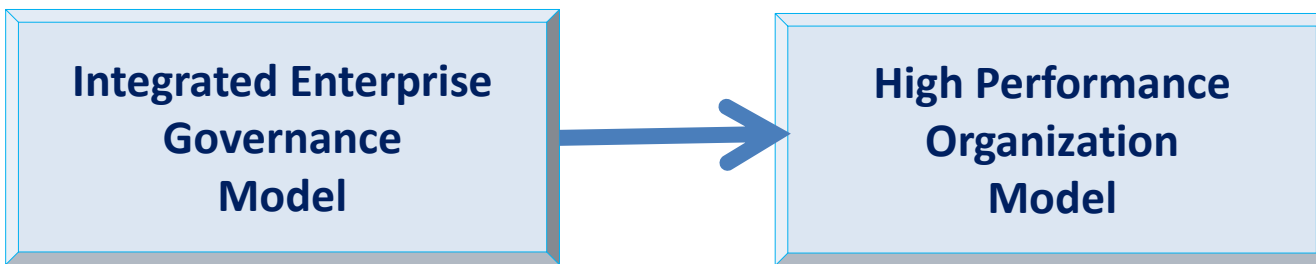
The role that the budget office plays in the governance system must be synchronized with the vision and strategy of the budget office as an organization. Analytical tools can help.

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Two Models to Guide Analysis

Analytical tools can help assess current level of performance and create a roadmap to guide improvement

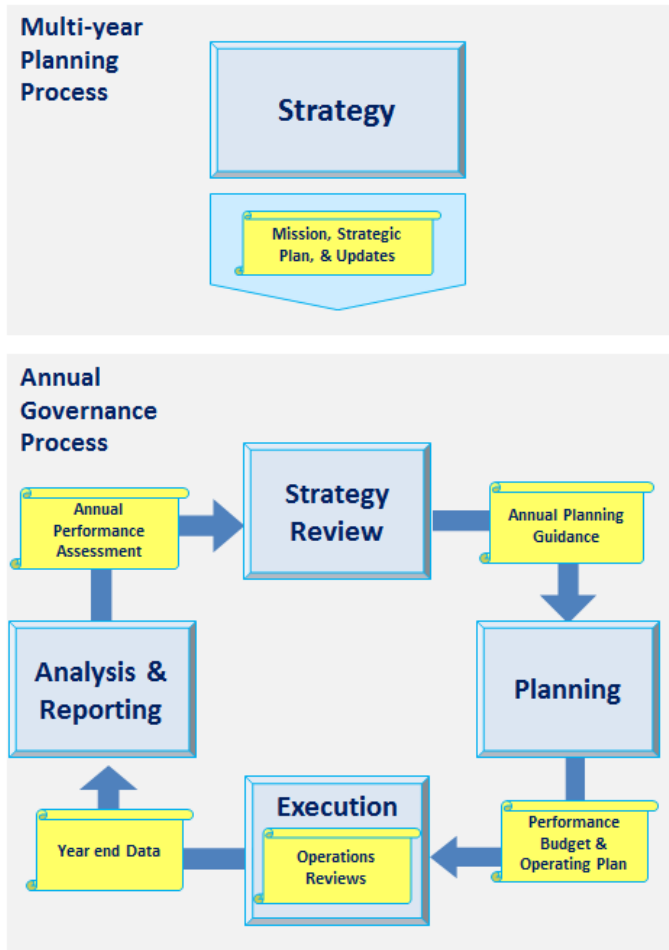


- Describes the components, processes and relationships of an integrated governance process
- Used for analyzing how an enterprise senior leadership team, at the department or agency level, manages multiple subordinate organizations
- Describes the steps necessary to build a high performing organization
- Used for analyzing how an organizational leadership team, at the program or staff office level, manages teams and processes

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An Integrated Enterprise Governance System is key to a disciplined focus on results and cost



Outstanding results and cost efficiencies are driven by a governance system that uses:

- a *strategy* process to set long term goals;
- a *strategy review* to drive planning and resource allocation decisions;
- *planning* to align policy, budget, and support functions;
- *execution* that drives operations reviews to expose issues and develop solutions before performance and cost are impacted;
- *analysis and reporting* that supports external stakeholders, internal accountability, and provides input for the strategy review

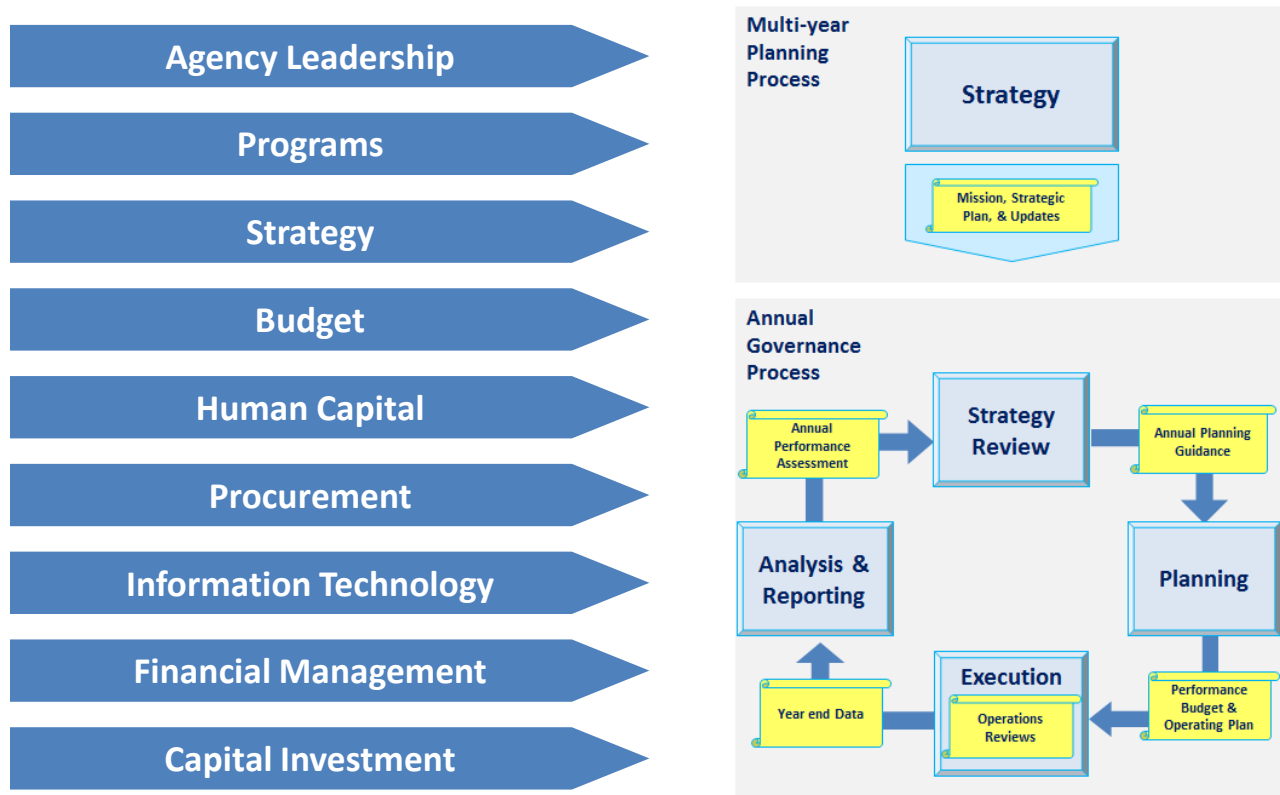
An integrated governance system focuses leadership and management on performance and cost.

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The Budget Process is a Critical Component of the Enterprise Governance System

All components must be synchronized to achieve effective governance



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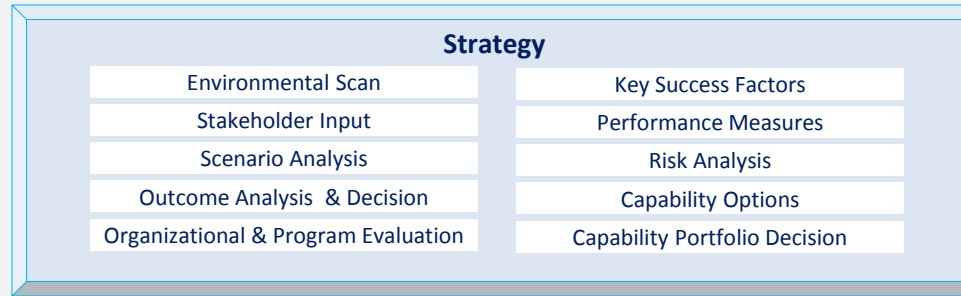
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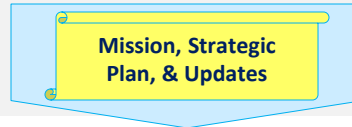
Integrated Enterprise Governance Model

Strategy – Planning – Execution – Analysis/Reporting (SPEAR)

Multi-year Planning Process



Status Assessment

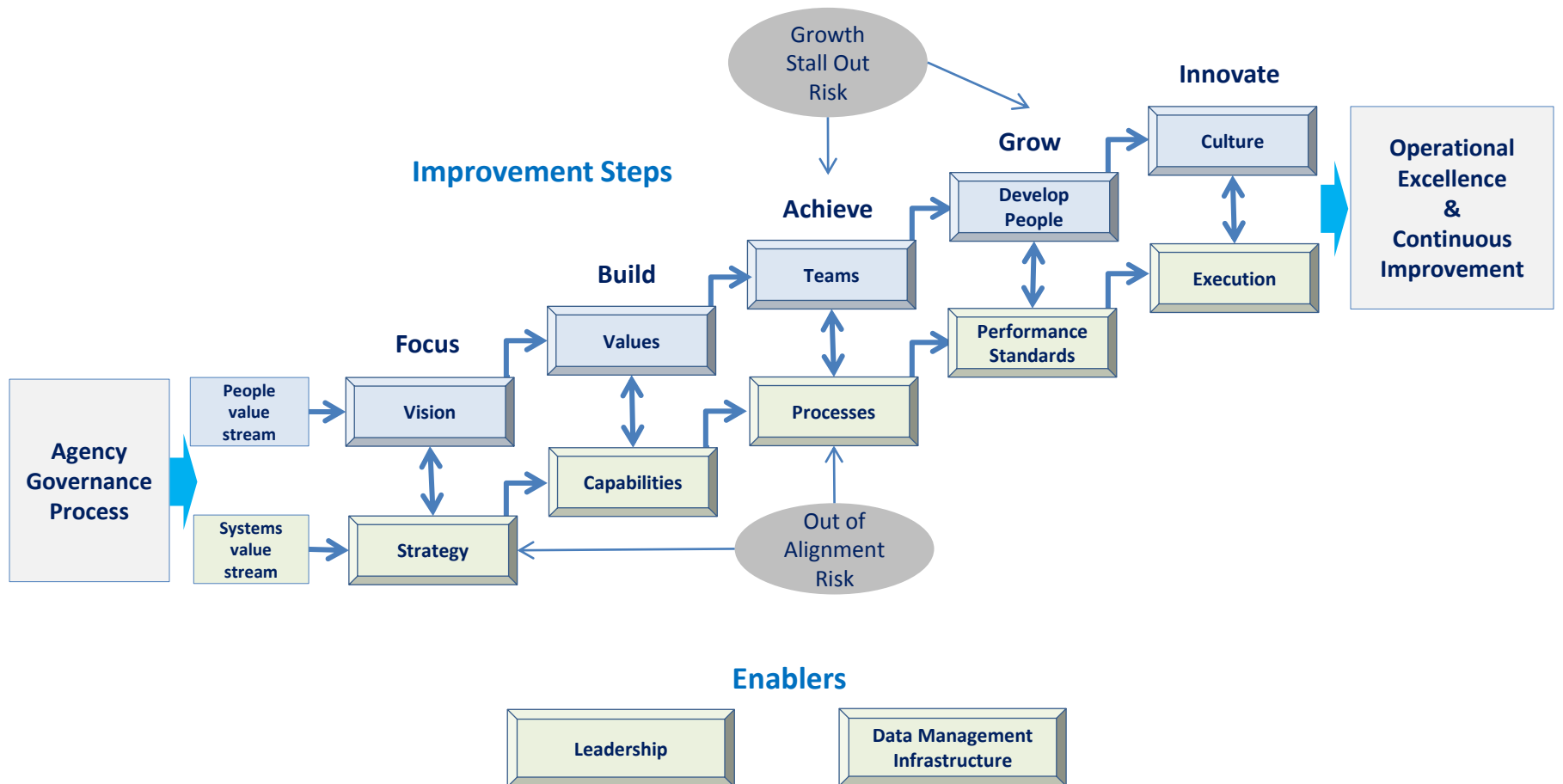


Annual Governance Process



High Performing Organization Model

People and Systems work together to create a High Performing Budget Office



Sample Drill Down

High Performing Budget Office

Vision and Strategy Roadmap

Organizational Vision and Strategy generate energy and focus

Vision

Describes the **value** that the budget office provides to the governance process:

- Independent Analysis
- Reliable and Timely Data
- Persuasive Justification
- Integration of Budget with Performance Management
- Customer Service to Programs
- Other

Strategy

Describes **how** the budget staff provides value to the agency. Includes outcome goals that address issues such as:

- The nature of analysis performed
- Approach to data management
- Type of budget Justification documents
- Relationship with OMB, Congress, and interest groups
- Use of performance data
- Customer Relationship Management techniques

Levels of Performance

At Risk

- Lack of purpose impacts morale
- Conflicting priorities waste effort

Gets the Job Done

- Broad sense of common purpose but lack of urgency
- Priorities exist but effort dissipated on non essential tasks

High Performance

- Explicit vision that inspires
- Strategy focuses effort and resources on core priorities

Improvement Roadmap

Assessment Tools

- Leadership Vision/Strategy Discovery Tool to discover vision and strategy of office leadership. (Survey/Interview)
- Vision/Strategy Effectiveness Tool to determine how vision and strategy function within the organization (Survey/Interview)

Improvement Tools

- Vision Creation Facilitated Workshop
- Strategy Formulation Workshop