



***Driving
High Performance
Budgeting***

**Techniques and Best Practices for Building a
High Performance Budget Process**

March 27, 2012



Questions to Frame Discussion

- What are the key challenges that face the agency budget staff in today's environment?
- How can Agency decision making be improved by integrating the budget process with both the strategy and the operations process?
- How can we better use evidence-based analysis to improve budget decision making? What are the best analytic techniques?
- How can we create high performing budget offices in Federal agencies?

Budget Formulation Execution Line of Business Budget Capability Self-Assessment Tool

Budgeting Capability Self-Assessment Tool Checklist							
	Basic	Standard	Advanced		Basic	Standard	Advanced
Budget Processes				Technology			
Strategic and Performance Planning				Knowledge Management			
Budget Guidance				Data Collection			
Budget Formulation Procedures				Data Analysis			
Budget Execution Procedures				Content Authoring			
Internal Agency Relationships				Document Production			
External Relationships				Links to External Systems			
Staff Capacity				Budget Products			
Staff Education				Budget Decision Documents			
Staff Experience				Budget Submissions			
Training				Appropriations Support Documents			
Management Support				Performance Documents			
Communications and Coordination				Financial/Operating/Performance Plans			
Staff Morale							



Enterprise Governance Model

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

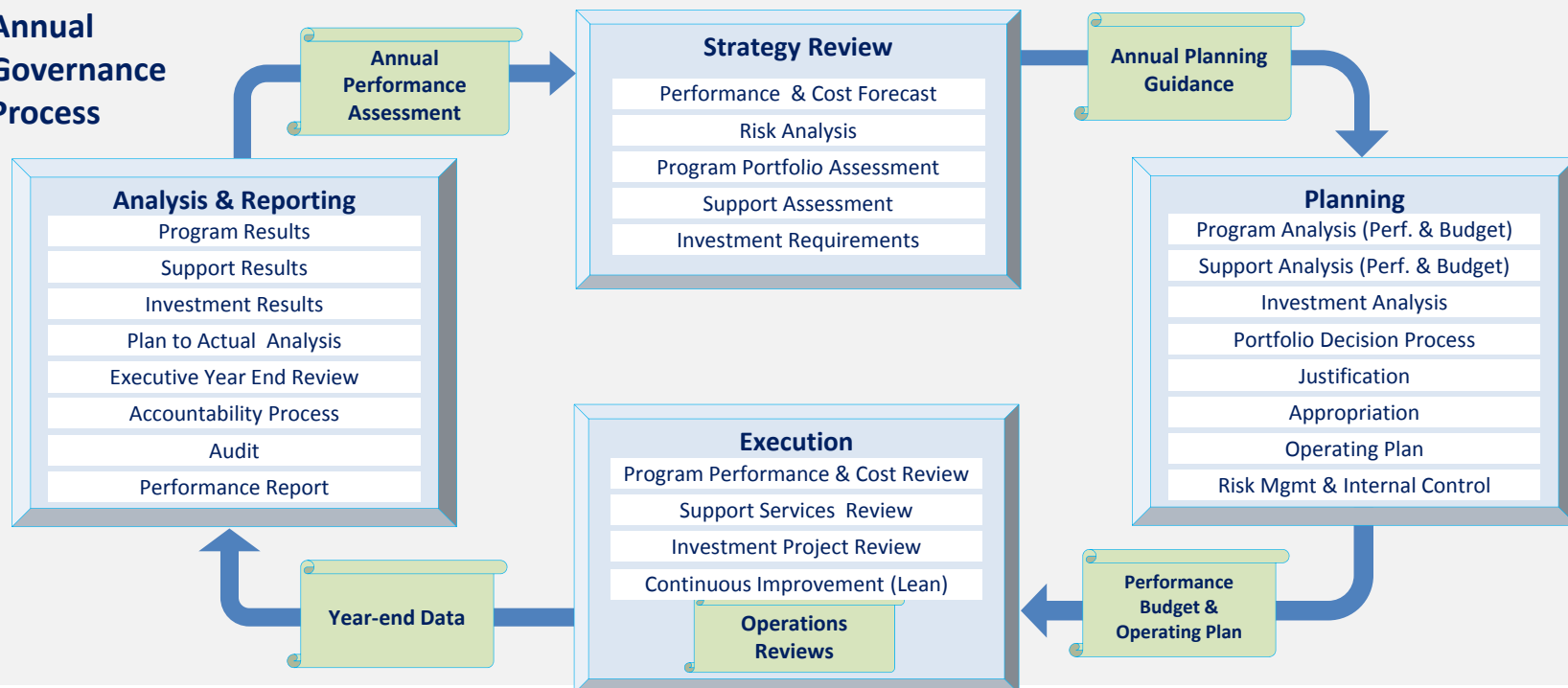
Multi-year Planning Process



Status Assessment

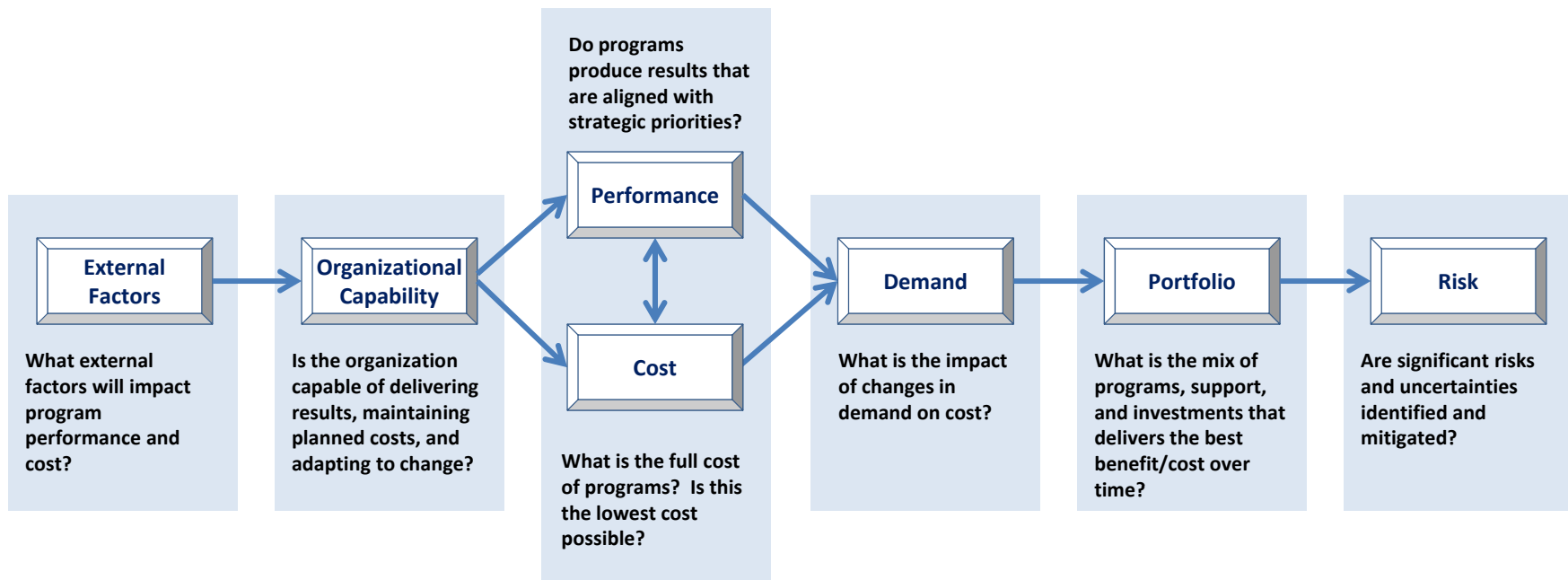


Annual Governance Process



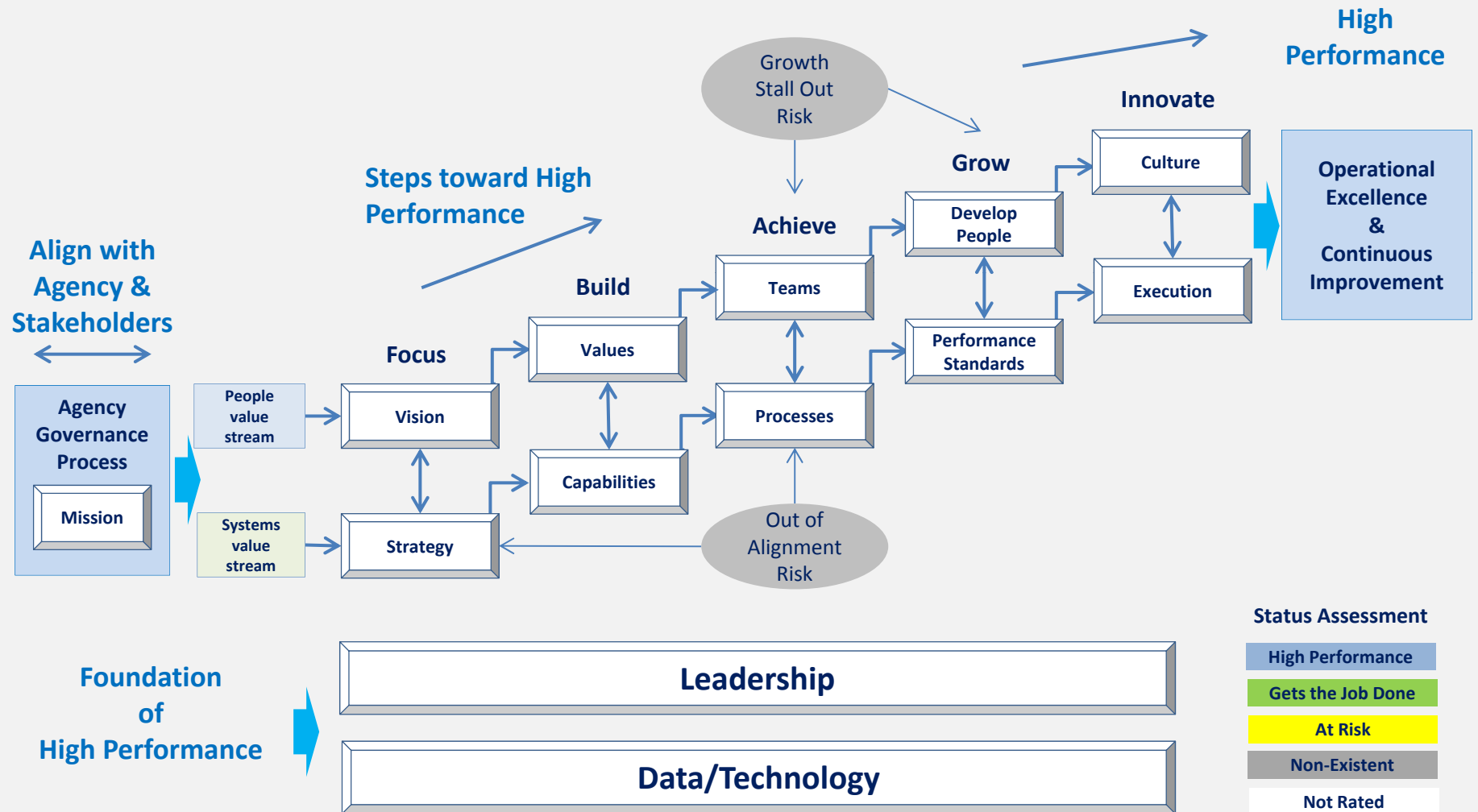
A Framework For “Full Spectrum” Budget Analysis

Is there an analytic approach that goes beyond incremental budgeting?



High Performing Organization Model

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



The Budget Formulation & Execution Line of Business (BFELoB) Ten Shared Services as Common Solutions

Agency Budgeting Tools

Budget Execution and Financial Management
Integration

Budget Performance Integration

Human Capital (Federal Budgeting Profession)

Program Management
(Coordination, Standards, Architecture)

Budget Formulation
and Execution
Specific Services

Analytical Tools

Collaboration

Data Collection & Tracking

Document Production

Knowledge Management

Generally Applicable
Government-wide
Services via
MAX.gov



BFELoB Capabilities Received a 2011 GCN Honorable Mention Award for IT Achievement in Government

MAX Federal Community

- Thousands of collaborations in 15 government-wide and 50+ agency communities; 350,000+ pages & documents (1+ million versions)
- 56,000+ users (including 6000+ HSPD-12 users at 93 agencies)

MAX Collect

- 225 data exercises conducted supporting agencies and OMB for QFRs, Q&As, briefing books, publications
- Faceted Search interface for easily navigating data

MAX Analytics

- Used for dashboards, metrics, data analysis, reporting
- Fully integrated with the Community and MAX Collect

Human Capital

- Over 2,500 people have taken online training courses (Formulation, Execution, Appropriation Law)
- Over 750 joined monthly panels and brownbag discussions



The Budget Capabilities Self Assessment Tool (BCSAT)

The BCSAT document provides a simple methodology to enable agencies to assess their current operations and processes and compare them against best practices in twenty-four activity areas within four major capability categories: *Budget Process*, *Staff Capacity*, *Technology* and *Budget Products*.

Budget Process

- 1.1 Strategic & Performance Planning
- 1.2 Budget Guidance
- 1.3 Budget Formulation Procedures
- 1.4 Budget Execution Procedures
- 1.5 Internal Agency Relationships
- 1.6 External Relationships

Staff Capacity

- 2.1 Staff Education
- 2.2 Staff Experience
- 2.3 Training
- 2.4 Management Support
- 2.5 Staff Morale
- 2.6 Communication & Coordination

Technology

- 3.1 Knowledge Management
- 3.2 Data Collection
- 3.3 Data Analysis
- 3.4 Content Authoring
- 3.5 Document Production
- 3.6 Links to Financial & Other Systems

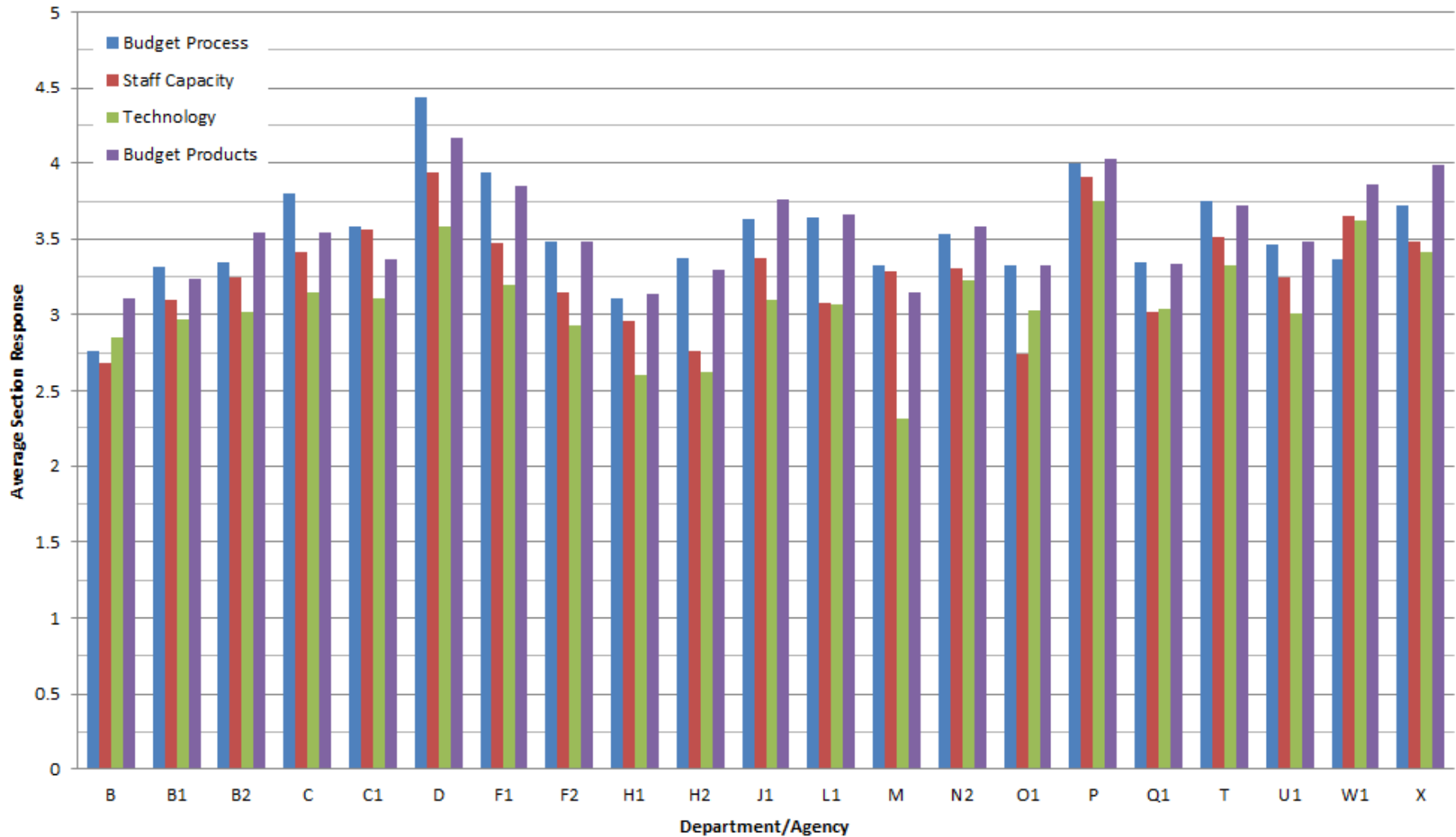
Budget Products

- 4.1 Budget Decision Documents
- 4.2 Budget Submissions
- 4.3 Appropriations Support Documents
- 4.4 Performance Documents
- 4.5 Financial/Performance Operations



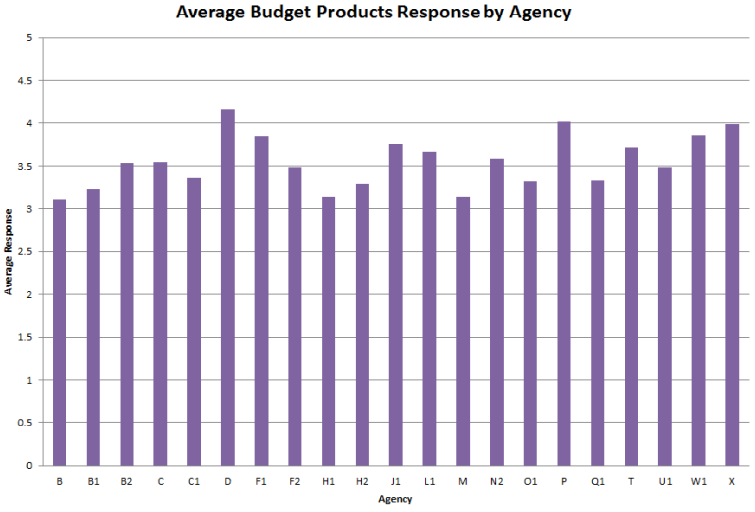
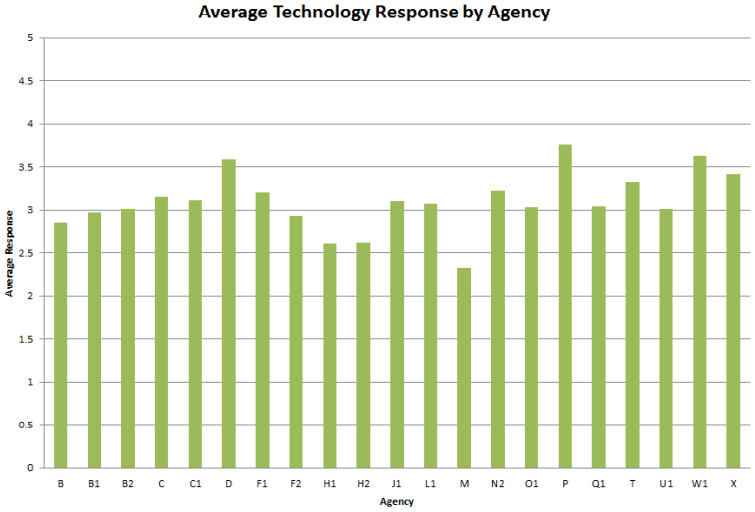
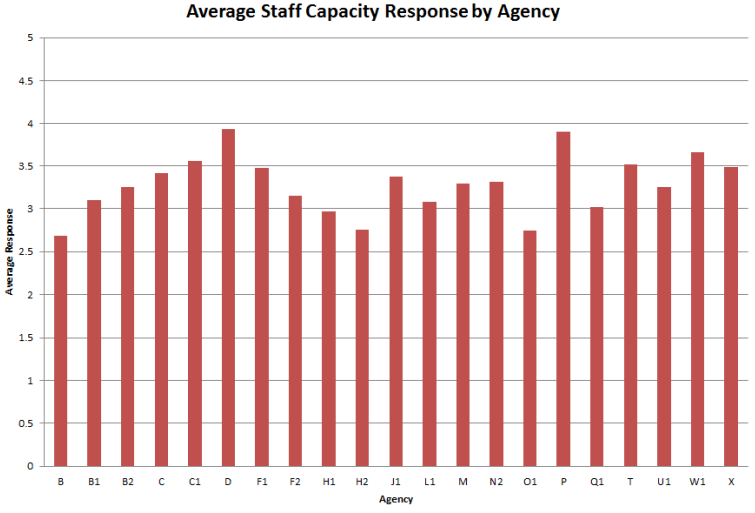
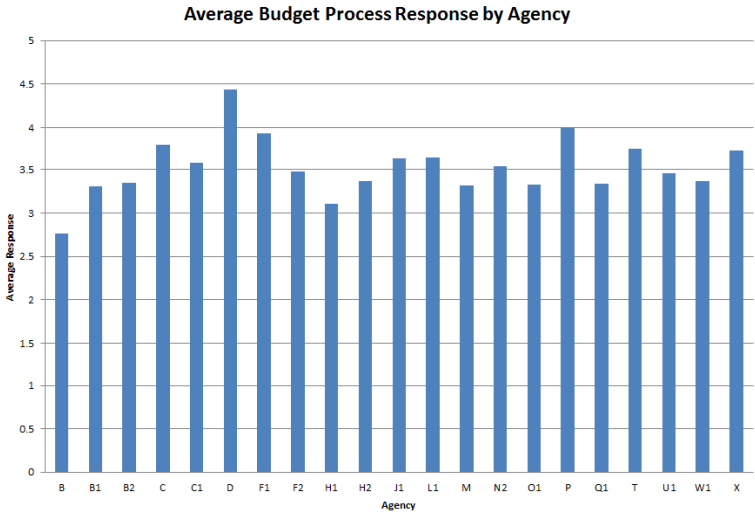
The Budget Capabilities Self Assessment Tool (BCSAT) Survey

In winter 2011, the BFELoB conducted a survey of over 1,200 budget staff receiving ~600 responses. The chart below presents the average response by (coded) agency for each BCSAT category.



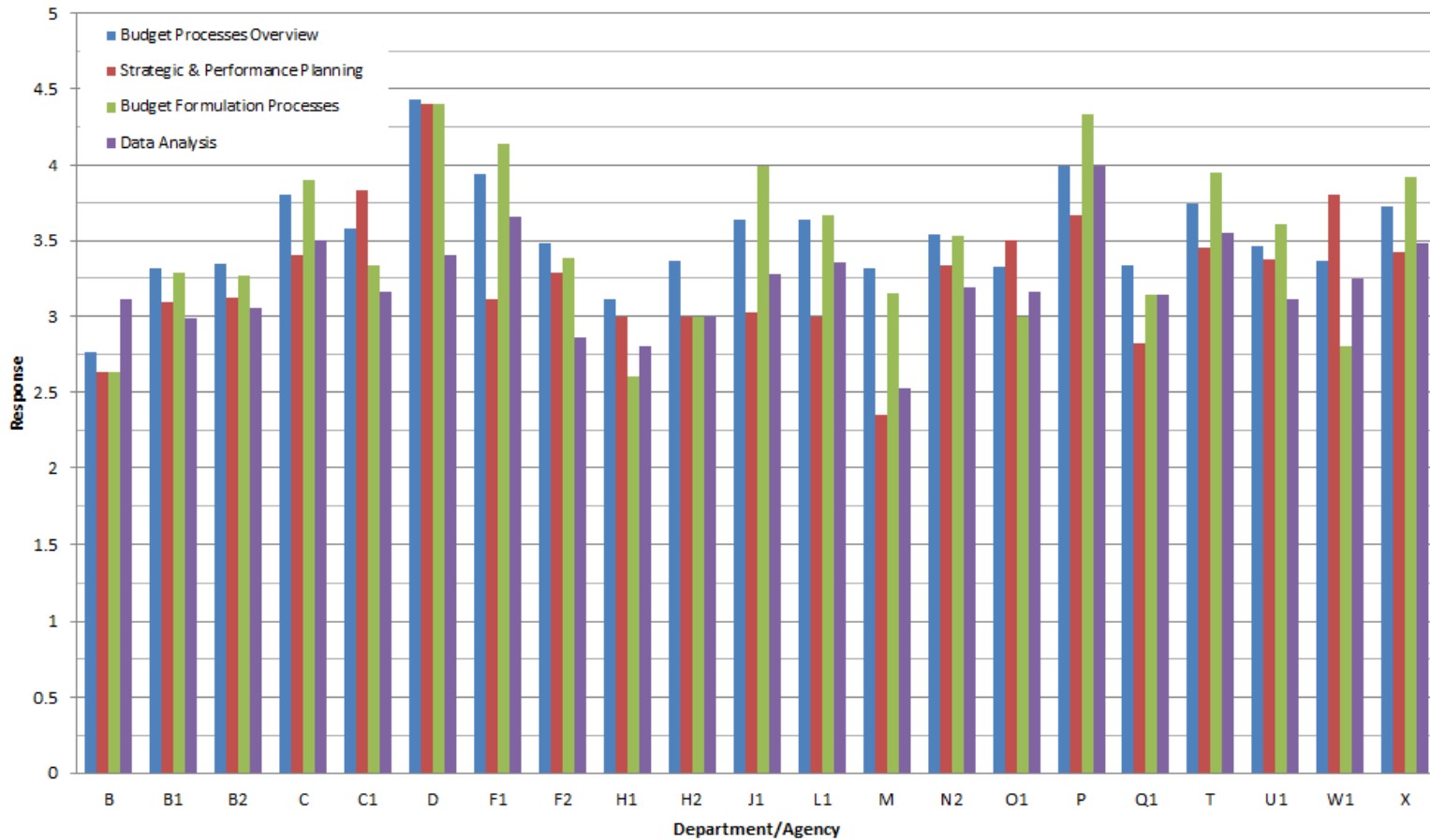
The Budget Capabilities Self Assessment Tool (BCSAT) Survey (cont.)

Viewed another way – each category broken out by agency



The Budget Capabilities Self Assessment Tool (BCSAT) Survey (cont.)

Keying off the questions being addressed at the *Mission Possible* symposium, the following chart presents survey results for the overall *Budget Process* category, compared with the activity areas for *Strategic and Performance Planning*, *Budget Formulations Processes* and *Data Analysis*.



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