# Performance Management: An ACF Perspective

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# Outline of Presentation

I.    Introduction

II.   What is performance management?

III.  How is performance management different from program evaluation?

IV.   What is performance management in the federal context?

V.    Audiences and uses

VI.   HHS/ACF performance documents

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# I. Introduction

- Office of Planning, Research and Evaluation
  - Planning = Performance Management
- Performance liaisons in each program office
  - Often co-located with staff who work on budget or policy team
  - Wide variation in terms of engagement on performance
- Coordination with ACF Budget (OLAB)
- HHS/ASFR, HHS/ASPE and OMB roles

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# II. What is performance management? (1)

*"Use of goals, measurement, evaluation, analysis, and data-driven reviews to improve results of programs and the effectiveness and efficiency of agency operations. Performance management activities often consist of planning, goal setting, measuring, analyzing, reviewing, identifying performance improvement actions, reporting, implementing, and evaluating. The primary purpose of performance management is to improve performance and then to find lower cost ways to deliver effective programs."*

- Per Section 200 of the A-11:

Overview of the Federal Performance Framework

# II. What is performance management? (2)

A performance management system typically includes:

- Measures
  - ➢Inputs
  - ➢Processes
  - ➢Outputs
  - ➢Outcomes
- Targets
- Rewards or sanctions

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# II. What is performance management? (3)

- <u>Outcomes</u>: Status of participants after services, e.g. employment rate

- <u>Impacts</u>: Difference in status of participants from what it *would have been* in the absence of services

# III. How is performance management different from program evaluation? (1)

- Origins in bureaucracy vs. academia
- Pace/complexity/cost
  - Regular, timely, affordable vs.
  - Infrequent, slow, expensive
- Focus
  - Outcomes vs. impacts
- Opportunities for integration

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# III. How is performance management different from program evaluation? (2)

- Performance Management
  - ➤ Ideally: timely, affordable, concrete, ongoing
  - ➤ Sometimes: narrow measures, uncertain validity & reliability, weak comparisons can't isolate the effect of program

- Program Evaluation
  - ➤ Ideally: multidimensional, long-term, valid & reliable measures, strong comparisons isolate effect of program
  - ➤ Often: slow, expensive, complex, infrequent

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# IV. What is performance management in the federal context? (1)

- Government Performance and Results Act (GPRA), 1993
  - Establish goals, measures, and plans
  - Provide evidence of performance vs. targets
  - Report results annually to the public via budget request

- Program Assessment Rating Tool (PART), 2002
  - Implementation of GPRA under Bush Administration
  - Applied to over 1,000 programs (98% of federal budget)
  - Website www.expectmore.gov

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# IV. What is performance management in the federal context? (2)

- GPRA Modernization Act (GPRAMA), 2010
  - Establish subset of Priority Goals, encourage cross-agency efforts
  - Post Priority Goal results online (Performance.gov)
  - Hold Senior Leaders accountable for results
- Agency Priority Goals (APG) and Cross Agency Priority (CAP) Goals, 2010
  - Obama Administration implementation of GPRAMA
  - "Fewer is better"
  - Established Performance.gov
  - ACF is lead for APG on Quality Early Childhood Education

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# IV. What is performance management in the federal context? (3)

- Annual President's Budget Request cycle:
  - 3 iterations of budget draft before final budget released to Congress every February
  - Additional performance highlights in HHS Annual Performance Plan
- HHS Strategic Plan (current is FY 2014-2018)
- Linkages to ACF Organizational Assessment, ACF Strategic Plan, Individual Performance Appraisal Plans (SES/PMAP)

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# V. Audiences and uses (1)

- Audiences
  - OMB, Congress, other policymakers
  - Public, interest groups, clients
  - Managers, employees
- Uses
  - External accountability
  - Internal management

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# V. Audiences and uses (2)

*"What gets measured gets done, what gets measured and fed back gets done well, what gets rewarded gets repeated."*

- John E. Jones

# VI. HHS/ACF Performance Documents

- ACF FY 2016 Congressional Budget Justification/President's Budget Request
  - http://www.acf.hhs.gov/programs/olab
- HHS Annual Performance Plan:
  - http://www.hhs.gov/about/budget/performance/index.html
- HHS FY 2014–2018 Strategic Plan
  - http://www.hhs.gov/about/strategic-plan/index.html
- HHS Annual Priority Performance Goals: Improve the Quality of Early Childhood Education (ACF is lead agency)
  - http://www.performance.gov/content/improve-quality-early-childhood-education?view=public#overview
- ACF Strategic Plan
  - http://www.acf.hhs.gov/about/acf-strategic-plan-2015-2016
- HHS FY 2016 Budget in Brief
  - http://www.hhs.gov/about/budget/budget-in-brief/index.html

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# Questions?

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