

Phase 1: Set the Goal

Overview

The Performance Improvement Council (PIC) identified lessons learned and best practices through interviews with Cross Agency Priority (CAP) Goal leaders and teams. The following are key considerations for success when implementing and evaluating a CAP Goal.

Set the Goal

- ❖ Choose a Goal that is truly cross-agency in nature where cross dependencies require that agencies coordinate efforts to deliver results
- ❖ Focus Goals on implementation as opposed to developing legislation or setting a new policy direction
- ❖ Consider whether the American public will see this Goal as delivering meaningful results for them
- ❖ Identify a Goal area where there is existing excitement and energy. Intrinsic motivation will be important to leverage as initial excitement wears off

Refine the Goal Statement

- ❖ Build consensus around the vision for the Goal and clearly articulate the change expected to occur in four years
- ❖ Consider the longevity of the Goal when developing the Goal statement. Choose a metric that has a good chance of remaining relevant over the course of four years

Build the Team: Goal Leaders

- ❖ Select a leader or senior accountable official from each agency contributing to the CAP Goal to leverage agency expertise, increase accountability for driving change, and signal to agencies that they are equal partners for driving implementation (i.e., dedicating resources)
- ❖ Choose agency leaders who are passionate about the work of the CAP Goal and whose agency missions are most directly aligned with implementation efforts of the Goal
- ❖ Set engagement expectations with Goal Leaders to ensure the Goal is given the attention needed
- ❖ Assign Office of Management and Budget (OMB) Program Associate Directors (PADs) to the leadership teams of CAP Goals where appropriate

Build the Team: Goal Teams

- ❖ Leverage existing governance structures and teams as much as possible to organize efforts quickly
- ❖ Identify where in an agency it makes the most sense for the Goal Team to be placed to best align efforts to the agency's mission and strategic goals and objectives
- ❖ Staff the Goal Team appropriately with dedicated team members, both subject matter experts and individuals with broader experience (project management, communications, etc.)
- ❖ Identify career staff Deputy Goal Leaders to maintain focus on the Goal and engage directly with the Goal Leader and name them publicly to increase transparency and enhance accountability.
- ❖ Enhance coordination of the Management and Budget sides of OMB by adding individuals from across the organization to Goal Teams to assist with finding pathways for agencies to get the work done
- ❖ Leverage agency internal leadership programs where possible to staff the Goal Teams

Build the Team: Accountable Partners

- ❖ Designate a senior official within the White House to be responsible for driving progress on the CAP Goals in coordination with the OMB Deputy Director for Management (DDM), a support team within the Executive Office of the President, and the President's Management Council

Considerations for CAP Goal Success

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- ❖ Increase the responsibility and accountability for the performance of the CAP Goals within the PMC by involving them in the development and implementation of the goals.
- ❖ Connect CAP Goals to the appropriate Executive Council in order to assist agencies, provide an additional accountability mechanism for implementation, and potentially provide resource support to the CAP Goal.