

Considerations for CAP Goal Success

Phase 2: Plan the Goal



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 planning a CAP goal.

Identify Key Stakeholders

- ❖ Identify stakeholders on both the Management and Budget sides of OMB who can assist Goal Teams with finding pathways for agencies to get the work done.
- ❖ 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.

Identify Strategies

- ❖ Develop, assess, and prioritize strategies as a Goal Team and, if possible, with the Goal Leader.
- ❖ Clearly articulate the goal's theory of change that maps strategies, activities, milestones, and measures to intended goal outcomes.
- ❖ Create a clear strategy roadmap and identify the role that participating agencies will play so that key players understand their roles. Connect goal strategies to Agency strategic goals and objectives where possible.
- ❖ Identify which strategies the center of Government can uniquely contribute to.

Determine How to Measure Progress

- ❖ Engage the Goal Team early in identifying and developing meaningful and easily understandable measures in order to firm up what success looks like and how it will be measured.
- ❖ Identify outcome measures where possible. If ideal outcome measures are out of reach, identify proxy measures that will reflect progress made on the goal.
- ❖ Build a goal roadmap that includes quick wins along the path to keep the momentum going and the team motivated.

Manage for Success

- ❖ Leverage existing governance structures or create new ones that include each participating agency in order to clearly identify roles and responsibilities, communication pathways, and accountability mechanisms.
- ❖ Capitalize on existing accountability mechanisms (e.g., Agency Strategic Reviews, Agency Priority Goals) to enhance accountability, reviews, and alignment.
- ❖ Outline specific routines for the Goal Leader and Goal Team to adhere to in order to ensure momentum across the goal's four years (e.g., quarterly meetings). Do not underestimate the power of routines and the discipline of project management.
- ❖ Schedule in-person meetings with Goal Leaders at least twice per year to maintain their engagement and signal to the Goal Team that they are committed to driving progress on the goal. Ensure the Goal Leaders review progress at least quarterly.
- ❖ Leverage the Goal Leaders to message the importance of collaboration across agencies.
- ❖ Staff the Goal Team appropriately with dedicated team members, both subject matter experts and individuals with broader experience (project management, communications, etc.).

Develop a Communication Strategy

- ❖ Communicate internally early and often during the planning phase to get agency buy-in.
- ❖ Clearly articulate the value proposition for key stakeholders. Where possible, do this in non-political terms to gain broad buy-in and ensure longevity of effort.
- ❖ Build a strategic communication plan that extends beyond reporting on the Performance.gov platform.
- ❖ Leverage the White House where possible to message the importance of the goals.