



# End of Year Report

## Calendar Year (CY) 2017



# Summary



***Pictured:*** The PIC team hosted a facilitated session with agency performance staff. Each year, the PIC team designs and facilitates a variety of interactive sessions around key performance management topics to support its stakeholders in achieving federal priority goals.

The Performance Improvement Council (PIC) advances mission achievement across the federal government by helping agencies set, plan, and achieve federal priority goals and facilitating government-wide implementation of performance management best practices through capacity-building and knowledge-sharing. This year's End of Year Report captures the many ways in which the PIC's dedicated team of employees at the General Services Administration supported this mission and the federal performance community in 2017.

Over the past year, the PIC team designed and facilitated a variety of performance improvement engagements and delivered useful tools to advance many of the largest federal agencies toward their goals. These efforts included a federal summit dedicated to developing Agency Priority Goals, an event to bring together more than 100 C-Suite officers from federal agencies around government reform, and a comprehensive playbook to provide agencies with guidance and tools to set, plan, and achieve goals. These were among the PIC initiatives that continue to inspire collaboration, inform progress, and guide our stakeholders towards stronger performance. In this report, you can learn more about each of these specific efforts, hear from those who worked with the PIC, and get a glimpse of the PIC's objectives for the coming year. We hope you find it informative and inspiring!

***"You have an amazing team of professionals who are well trained and educated in their profession. We really appreciate your team supporting our department." - Barbara McCann, Director for the Office of Policy Development at the Department of Transportation, regarding the PIC team***

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## CY2017 End of Year Report

For more information, please contact [PICStaff@GSA.gov](mailto:PICStaff@GSA.gov)

## What We Accomplished: By the Numbers

20

Held 20 events for stakeholders and members of the federal performance management community including workshops, summits, meetings and forums

14

Designed and facilitated 14 engagements that focused on topics including:

- ◆ Agency Priority Goals
- ◆ Project Management
- ◆ Strategic Planning
- ◆ Stakeholder Mapping

18

Published 18 useful and accessible tools, including a comprehensive goal playbook, quick guides around key performance topics, and a guidebook for supporting better data quality processes

553

Built a network of 553 stakeholders and members of the performance community to share questions, challenges, and solutions on the Performance Listserv

15

Worked with 15 federal teams on a variety of performance improvement initiatives, including Department of Homeland Security, Department of Agriculture, and Federal Emergency Management Agency

400+

More than 400 of our stakeholders, including agency leadership, members of the performance community, and agency staff, attended our engagements

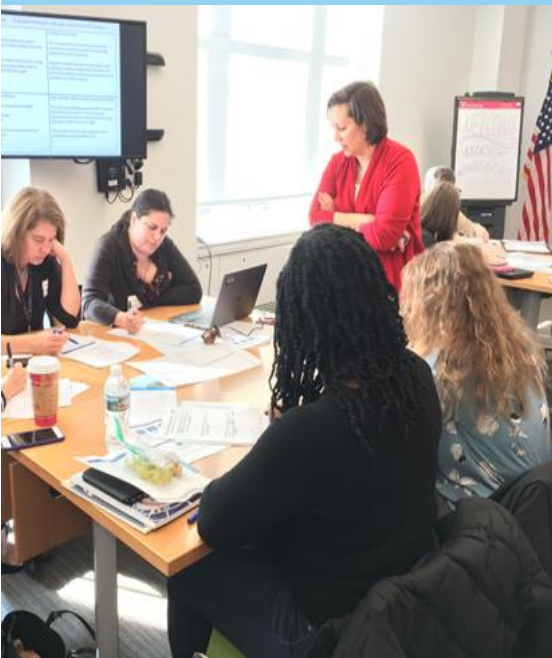
# What We Accomplished: Highlights of CY2017



## Re-envisioning Agency Priority Goals

In an environment of government-wide transition and reform, the Office of Management and Budget (OMB) was eager to gain federal agencies' commitment to using performance management processes and tools like Agency Priority Goals (APGs) to drive planned change. The PIC team held a half-day summit about APGs for federal agency performance staff/leaders to hear about best practices, lessons learned, and key tools like logic models. Following the summit, leaders were encouraged to implement and share new resources and knowledge with their staff and the APG teams with whom they work. More than 90% of summit participants strongly agreed that the summit "was a good use of time." The summit inspired a series of additional workshops to provide performance management guidance and offer useful tools to help agencies develop effective APGs.

*"A key insight I gained from this event is that networking with other federal agencies on performance lessons-learned is very important and effective." - Attendee, regarding the APG Summit*



## Strengthening Data Practices and Quality

Three years of PIC surveys revealed that federal agencies experienced consistent challenges around data accessibility, confidence, and accuracy. To address these challenges, the PIC team brought together the Data Quality Working Group to accomplish four key objectives: 1) define the scope of the problem; 2) share practices and tools; 3) assess each agency's state of practice; and 4) develop a maturity model and practice guidebook. This initiative allowed agencies such as the Department of Veterans Affairs and the National Aeronautics and Space Administration to collaborate and share challenges, practices, policies, and tools. Furthermore, it provided opportunities for agencies to pinpoint gaps and determine solutions regarding their own data quality policies. The Data Quality Maturity Model and Practice Guidebook has been cited as "helping spread better data quality processes across the federal government."



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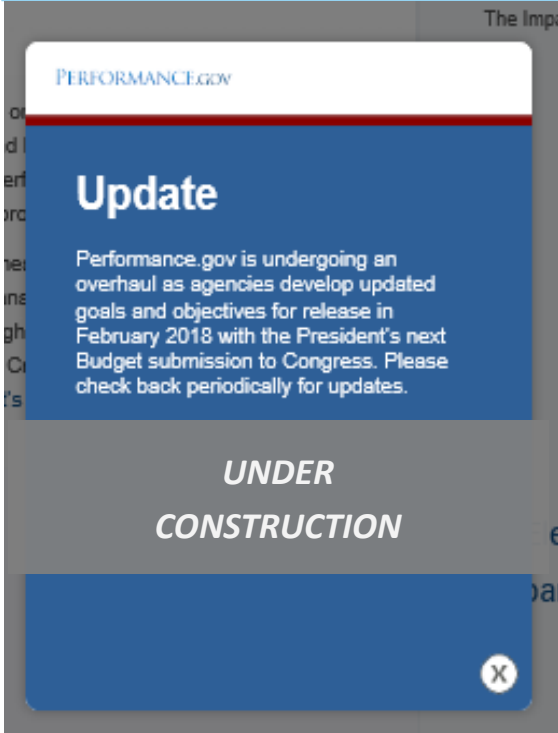
# What We Accomplished: Highlights of CY2017 (cont.)



## Building a Strategic Plan

The Department of Transportation (DOT) approached the PIC team for assistance facilitating a DOT leadership session to develop objectives for their new strategic plan. The PIC team designed and facilitated a full day session for more than 80 DOT managers and representatives from all of DOT's operating administrations. The PIC team designed the interactive event to help DOT leaders develop strategic objectives around the DOT strategic framework, which includes four strategic goal areas. Through break-out sessions, attendees networked with peers, collaborated, and developed a better understanding of how to create strategic objectives. DOT generated 17 new ideas for strategic objectives and made significant progress towards developing an effective strategic plan.

*"Your staff did an excellent job facilitating this workshop and ensuring that we had a productive meeting that accomplished many of our goals." - Barbara McCann, Director for the Office of Policy Development at the Department of Transportation (DOT), regarding the DOT engagement*



## Improving Federal Performance Reporting

OMB is striving to develop a long-term strategy and vision, cut costs, and increase the value associated with Performance.gov, a federally-mandated performance management reporting website.

Performance.gov communicates the federal government's efforts to cut waste, streamline government, and improve performance to key stakeholders such as the public, agencies, and members of Congress. The PIC team worked with OMB to decommission and archive the legacy website in an effort to embrace federally-mandated IT modernization efforts. To continue to serve stakeholders and meet legal requirements in the near-term, they are developing an interim site for public reporting. They are also working with 18F, a federal digital service provider, to develop a long-term, sustainable Performance.gov. The new Performance.gov will provide easier navigation for end-users, improved data mining capabilities, and will better serve stakeholders for years to come.



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# What We Accomplished: Highlights of CY2017 (cont.)



## Uniting Federal Leadership Amidst Change

In spring 2017, OMB released a memo asking federal agencies to develop reform plans. To support the government-wide success of this initiative, the PIC team and the Office of Executive Councils brought OMB and agency leaders together to discuss priorities, challenges, and opportunities. This inaugural C-suite (CXO) summit provided an opportunity for more than 100 management leaders from the 24 largest federal agencies to discuss these issues for the first time in one place. The PIC team facilitated the half-day event for leadership to engage in thoughtful discussions, meet their counterparts, and grow relationships for future collaboration. The summit also provided the opportunity for agencies to begin to work together prior to submitting their respective reform plans to OMB and to build a basis for future reform-related inter-agency collaboration.

*"I feel as though my level of understanding regarding journey mapping has increased tremendously. It has increased my interest regarding the topic, and I have shared it with my division and our regional office."*

*- Attendee, regarding the CMS Customer Experience Journey Mapping*



## Journey Mapping the Customer Experience

Seeking opportunities to advance performance improvement and service delivery in the federal government, the PIC team partnered with the Centers for Medicare and Medicaid Services (CMS) to help strengthen their application of customer journey mapping. As a people-centric tool for designing optimal customer experiences, customer journey mapping creates a visual narrative of the customer's thoughts and emotions on their journey to accomplish a goal. Over the course of a year, PIC staff trained and coached a group of CMS employees taking on customer journey mapping projects for the Medicare and Marketplace programs. As a result, teams gained deeper insight into their customers and identified improvements for enhancing the customer experience. This initiative helped spark a larger conversation around ways to transform service delivery across the CMS enterprise and the federal government.



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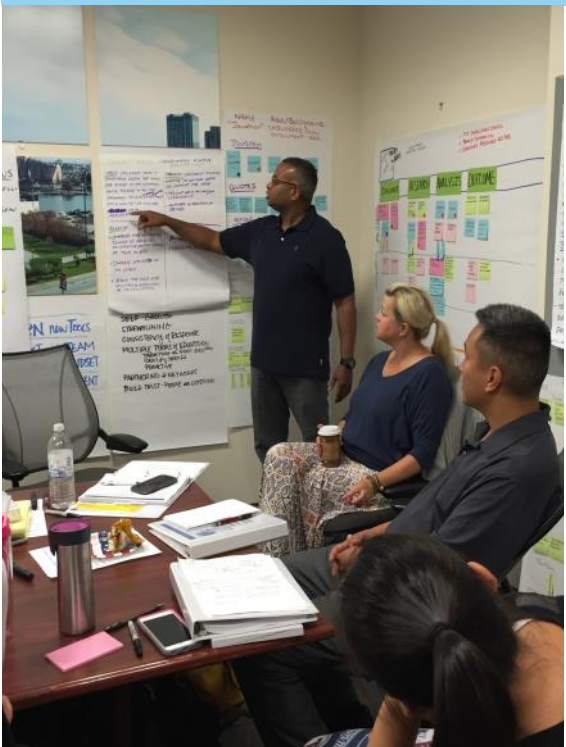
# What We Accomplished: Highlights of CY2017 (cont.)



## Determining the Way Ahead for Human Capital

The Chief Human Capital Officers (CHCO) Council was looking to bring CHCOs together to collaborate and determine their future priorities. The PIC team facilitated a two-day interactive forum to allow CHCOs to collectively reflect on past successes and challenges, strengthen relationships, and discuss trends in the Human Capital Community. CHCOs participated in open discussions, team activities, and presentations to determine the CHCO Council's priority initiatives for the next two years. Attendees left the forum with a unified understanding of the way ahead, how to tackle potential obstacles, how to best measure progress, and the next steps for ensuring priority initiatives stay on track.

*"Because of your ability to help drive their planning, participants reported that they were able to make meaningful and actionable plans." - Veronica Villalobos, Acting Executive Director for the Chief Human Capital Officers Council, regarding the CHCO Fall Forum*



## Improving Federal Management

There is a need to strengthen employee engagement across the federal space in order to give programs the best chance at improving their effectiveness over time. PIC partnered with two agencies to pilot a federal government version of Google's Project Oxygen, called Modern Government Management Traits (MGMT). The MGMT initiative provides a no-cost way for managers to add more value to their team, increase employee engagement, and stimulate the kind of work behaviors needed to improve organizational performance. Participants learned how to be more effective managers by performing behaviors associated with key leadership traits. They also built better relationships with peers and sometimes superior and subordinate managers by discussing the challenges of managing their teams. The MGMT program requires little time investment and can be used by any agency, component agency, or program to improve employee engagement. The Department of Labor was so satisfied with MGMT that they are incrementally rolling it out Department-wide.



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## What We Accomplished: Highlights of CY2017 (cont.)

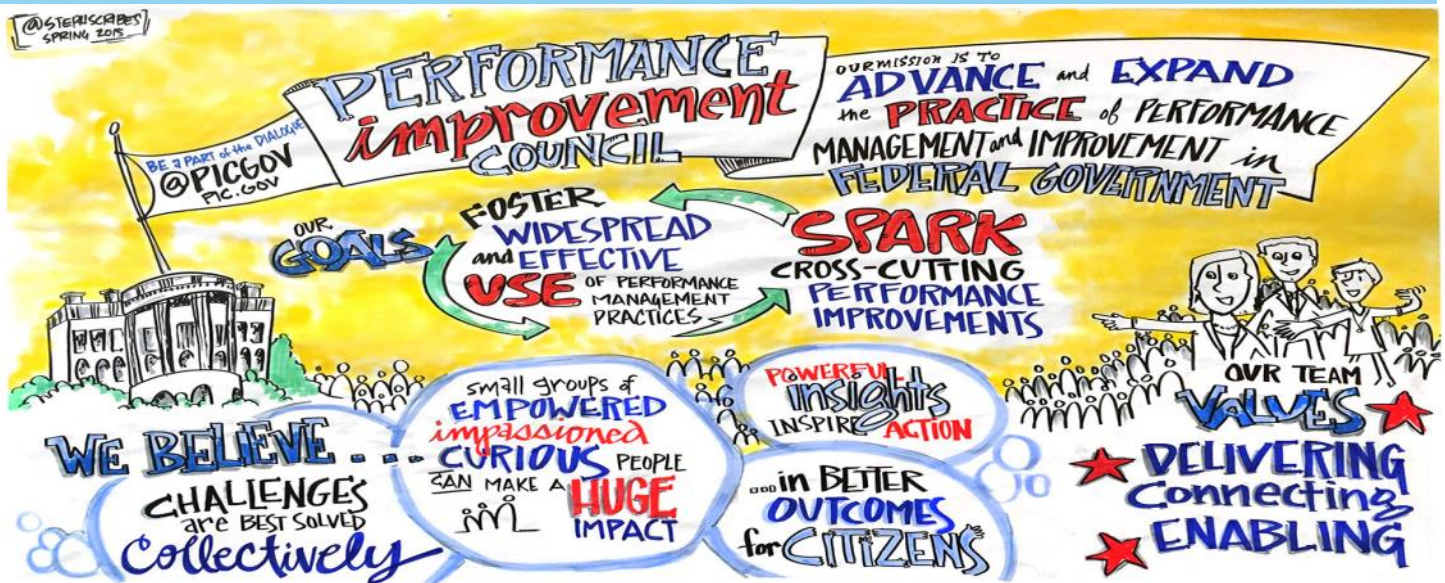


### Building Strong Federal Leadership

The White House Leadership Development Program (WHLDP), which provides a unique growth opportunity for the highest performing federal employees poised to be career senior executives, is both highly rewarding and demanding. The PIC, a key supporter of the program, designed and facilitated an interactive onboarding program, workshops, and training to help WHLDP fellows be successful in the rigorous program. The programming provided guidance and tools around relationship building, story-telling, project management, stakeholder engagement, and performance measurement. The PIC team's efforts helped fellows and their home agencies fully realize the benefits of WHLDP by teaching them best practices around shaping choices, developing action plans, and by facilitating complex engagements.

*"I wanted to let you know that the PIC is a wonderful resource for us to use. I brought my team over to work with Boris Arratia from the PIC team on an onboarding project. Boris is definitely a great resource, and the tools he showed us will help me on the next step of my project. - WHLDP Fellow, regarding the*

*WHLDP*



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# Our Plans for FY2018

In the year ahead, the PIC will expand its impact and deliver value by bringing together stakeholders from across the broader performance community to share knowledge, provide tools, and foster greater collaboration. Several key objectives, outlined below, will guide efforts to address challenges and needs in the federal performance community.



**Pictured:** Members of the PIC and agency performance management staff pose together at the conclusion of a performance community event. The PIC team hosts various annual engagements for its stakeholders and members of the performance community to strengthen federal performance management through knowledge-sharing and capacity-building.

## Objective 1: Optimize cross-council coordination and service delivery

The PIC will synchronize efforts across councils for a more holistic approach to federal management with the recognition that issues and solutions do not exist in management silos.

## Objective 2: Deliver useful resources to stakeholders

The PIC will continue serving stakeholders by identifying their needs and offering them support through facilitations, trainings, and tools. The PIC will also focus on making digital and in-person resources more available, interactive, and accessible.

## Objective 3: Unite the performance community

The PIC will continue inspiring collaboration, relationship-building, and knowledge-sharing by offering opportunities, such as workshops and listservs, for our stakeholders to build a strong network.

## Objective 4: Improve federal performance reporting

The PIC will continue to develop a long-term, sustainable, and technologically modern Performance.gov to better serve stakeholders for years to come. In February 2018, we will launch an interim site to meet the mandate to provide stakeholders with access to federal performance information.

## Objective 5: Enhance performance and mission achievement

The PIC will focus on using performance management practices to help shape agencies' progress towards mission achievement, including elevating the performance improvement officer's role in enterprise-level decision making.



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