PIO Roles, Responsibilities and Resources

The Performance Improvement Council held its inaugural meeting on January 9, 2008. Performance Improvement Officers (PIO) from every agency attended and discussed how to fulfill their new roles and responsibilities. To follow up, we provided the following list of responsibilities, as well as what we hope will be a running list of best practices PIOs might adopt to improve program performance. Take a look!

Do you know of any best practices in these areas?

If so, email me at rjshea@omb.eop.gov. We plan to share your submissions with other agencies on the Performance Community MAX Community Site https://max.omb.gov/community/display/Performance/Home).

You can be a part of helping agencies get better every year.

Robert Shea
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PIO Responsibility 1. Continually Improve Goals
- *Work Internally*
  - Select and lead an agency panel to review and improve the outcome orientation, ambitiousness, and clarity of program performance and efficiency goals and improvement plans.
    - Note: PIOs are responsible for setting up an agency performance review panel by January 30. PIOs are encouraged to include representatives from a broad range of offices in the panel (e.g, research and evaluation, policy planning, communications/web content managers, program offices, and human resources).

- *Work with OMB*
  - OMB will work collaboratively and constructively with agencies to develop and improve program goals and results, including providing model examples to agencies and agreeing on a limited number of stretch goals.

- *Work with Customers/Grantees*
  - Work with implementing partners/grantees and stakeholders, including other agencies to review and improve program performance.

- *Benchmark Performance*
  - Work with agency grantees/partners, OMB, and stakeholders to benchmark progress against similar programs and explore opportunities for common measures, including through use of ExpectMore.gov.

Example:

Examples of Performance Measures:
www.omb.gov/part/performance_measure_examples.pdf

Performance Measurement Challenges and Strategies:
www.omb.gov/part/challenges_strategies.pdf

PIO Responsibility 2. Program Improvement Plans
- Implement, monitor, update, and report on completion of PART program improvement plan actions.
    - o As needed, establish interim deliverables and timelines to support improvement plans such that no improvement plan has target completion dates beyond one year without interim deliverables.
    - o NOTE: By the end of January, improvement plans for each PARTed programs will be finalized in PARTWeb and will include completion dates for each action item. Revised plans will be released with Budget on Feb 4 on ExpectMore.gov).
- Develop aggressive action plans with clear definitions of success and lines of accountability for addressing GAO High-Risk areas and other management challenges.

Example**:**

- The Department of Interior's 2007 PART Fall Update Assessment of its US Geological Survey – Energy Resource program is a good source on how to monitor, update and report on improvement plan actions. The details of this improvement action plan can be reviewed on PARTWeb at: https://max.omb.gov/app/part/program/assessment/recommendation?aid=9184&pid=1934.

PIO Responsibility 3: Regularly Assess Progress
- *Quarterly Meetings*
    - o Ensure senior agency managers meet at least quarterly to examine reports that integrate financial and performance information to improve program performance and efficiency (PII Green criteria), including asking managers to answer questions such as:
        - How are we performing in key areas? Did we receive the appropriate return on our investment?
        - Why did progress fall short or exceed our targets?
        - What can we do to improve shortfalls or replicate successes?
        - What are obstacles to measuring outcomes or achieving targets?
        - Are we using the right performance measures to measure progress?
        - Are we setting stretch goals in a few key areas?
        - Are our programs on track to improve this year? If now, what are we going to do about it?

    - *Annual/Periodic Issues*
        - o How will senior managers allocate funding based on organizational performance?

- o How will agency Congressional budget justifications incorporate performance information?
- o How will you aggregate the performance of individual programs to assess the overall performance of the organization in annual performance plans and reports?

Example: EPA posts its quarterly results on-line (www.epa.gov/ocfo/qmr/) and even has a blog (flowoftheriver.epa.gov/my_weblog/) that discusses, if in a sometimes humorous way, how it can perform better.

PIO Responsibility 4: Help Hold Managers Accountable for Results
- Work with senior management and the Chief Human Capital Officer to ensure managers are held accountable for achieving measurable results.
  - o Performance appraisal plans should provide for achieving measurable results, crediting measurable results as at least 60 percent of the summary rating (a provision for SES certification, see link below).
  - o Ensure employee performance plans are effectively used as a performance management tool and individual performance appraisals are linked to program and strategic goals, including:
    - Ensuring all agencies include outcome oriented goals in managers' plans and rate performance on contribution to actual program results, including PART results.
    - Performance expectations reflect agency and/or organizational outcomes and outputs, performance targets or metrics, policy/program objectives, and /or milestones
    - Identify specific programmatic cross cutting, external, and partnership-oriented or objectives as applicable.
    - Performance expectations are stated in terms of observable, measurable, and/or demonstrable performance.
    - Work with OPM and OMB on recommendations for improving SES certification
    - How will you motivate your agency to achieve it performance goals?
    - How will you ensure that everyone in the agency is aware of how the agency is performing?

Examples:

- The Department of Defense (DoD) SES appraisal system emphasizes the need for employees to contribute to the successful outcome of strategic goals and objectives. See example: at http://www.cpms.osd.mil/sespm/.

- The Department of Treasury uses an assessment tool that pulls together budget data, information on material weaknesses, items from the PART, scoring from the PMA, assessments from the PAR, and Federal Human Capital Survey measures to help determine ratings, pay adjustments, and awards.

- NASA SES plans ensure clear linkages to one or more of the Annual Performance Goals in the NASA Performance Plan, while others point to the President's Management Agenda scorecard that provides goals and milestones.

Additional Resources:

- OPM Guidance for Certification of Performance Appraisal Systems for Senior Employees: http://www.chcoc.gov/transmittal_detail.cfm?ID=860

- Federal Human Capital Survey Measures: http://www.fhcs2006.opm.gov/

- Chief Human Capital Officer Council has a subcommittee on performance measurement: http://www.chcoc.gov/sub_committes.cfm

PIO Responsibility 5: Agency Planning and Reporting.
- Coordinate development of agency strategic planning and goal setting.
- Work with OMB and the PIC to review and assess quality of PAR Pilot products received from agencies that participated in the pilot (i.e., DHS, HHS, NASA, NSF, USAID, CNCS, DOE, SBA, DOD, State, and Denali Commission).
- Work with OMB and PIC to coordinate PART and GPRA reporting requirements.
- Work to eliminate duplicative reporting (e.g., PART, Budget, PAR, GPRA).
- Establish partnerships with NGOs/private sector to explore and stay up to date with best management practices.

Example: See Department of Education (www.ed.gov/about/reports/annual/index.html) and Department of Labor (www.dol.gov/_sec/media/reports/annual2007/) plans and reports.

Additional Resources**:**
Agencies may also visit the Mercatus Center
> http://www.mercatus.org/programs/pageID.350,programID.4/default.asp) or the Association of Government Accountants http://www.agacgfm.org/performance/cear/) for their helpful advice on how to convey performance information clearly and candidly.

PIO Responsibility 6: Transparency
- Work with agency and OMB to ensure ExpectMore.gov is up-to-date, including agency pages on ExpectMore.gov.
- Ensure public access to agency program performance information, including financial information and the status of improvement efforts, via the Internet (ExpectMore.gov).
- Ensure that agency reporting of data to sites like USASpending.gov and the Federal Procurement Data System is accurate and timely.
- Does the public have access to the latest IG report and program evaluations?
- Know how to report instances of waste, fraud, or abuse?

Example: You can find information about Energy's performance right on its home page:
www.energy.gov