

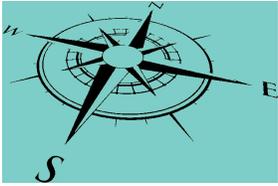
Model Performance Plan for Performance Improvement Officers

This is a model performance plan for Performance Improvement Officers in U.S. federal agencies. The content of this plan are taken from the law requiring agencies to appoint such officers.

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Performance Improvement Officer (PIO)

Stakeholder(s):

Chief Operating Officers :

Each Performance Improvement Officer shall report directly to the Chief Operating Officer.

Mission

To outline the roles of Performance Improvement Officers (PIOs)

Values

Performance

Improvement

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1. Mission & Goals

advise and assist with ensuring that the mission and goals of the agency are achieved

Stakeholder(s)

Agency Heads

Chief Operating Officers

advise and assist the head of the agency and the Chief Operating Officer to ensure that the mission and goals of the agency are achieved through strategic and performance planning, measurement, analysis, regular assessment of progress, and use of performance information to improve the results achieved

1.1. Planning

Assist with strategic and performance planning

1.2. Measurement, Analysis & Assessment

Assist with measurement, analysis, regular assessment of progress

1.3. Results

Assist with use of performance information to improve the results achieved

2. Goals

Advise on the selection of agency goals

Stakeholder(s)

Agency Heads

Chief Operating Officers

advise the head of the agency and the Chief Operating Officer on the selection of agency goals, including opportunities to collaborate with other agencies on common goals

2.1. Collaboration

Identify opportunities to collaborate with other agencies on common goals

Stakeholder(s):

Other Agencies

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3. Oversight

Assist in overseeing the implementation of the agency strategic planning, performance planning, and reporting requirements

Stakeholder(s)

Agency Heads

Chief Operating Officers

assist the head of the agency and the Chief Operating Officer in overseeing the implementation of the agency strategic planning, performance planning, and reporting requirements provided under sections 1115 through 1122 of this title and sections 306 of title 5, including the contributions of the agency to the Federal Government priority goals

3.1. Performance Plans

Make available on the agency's website a performance plan covering each program activity each year

31 U.S. Code § 1115. Federal Government and agency performance plans — (b) Agency Performance Plans.— Not later than the first Monday in February of each year, the head of each agency shall make available on a public website of the agency, and notify the President and the Congress of its availability, a performance plan covering each program activity set forth in the budget of such agency.

3.2. Updates

Make updates on agency performance available on the agency's website

31 U.S. Code § 1116. Agency performance reporting — (a) The head of each agency shall make available on a public website of the agency and to the Office of Management and Budget an update on agency performance.

3.3. Measurement Pilots

Pilot projects in performance measurement

31 U.S. Code § 1118. Pilot projects for performance goals — (a) The Director of the Office of Management and Budget, after consultation with the head of each agency, shall designate not less than ten agencies as pilot projects in performance measurement for fiscal years 1994, 1995, and 1996. The selected agencies shall reflect a representative range of Government functions and capabilities in measuring and reporting program performance.

3.4. Budgeting Pilots

Pilot projects in performance budgeting

31 U.S. Code § 1119. Pilot projects for performance budgeting — (a) The Director of the Office of Management and Budget, after consultation with the head of each agency shall designate not less than five agencies as pilot projects in performance budgeting for fiscal years 1998 and 1999. At least three of the agencies shall be selected from those designated as pilot projects under section 1118, and shall also reflect a representative range of Government functions and capabilities in measuring and reporting program performance.

3.5. Federal Priorities

Identify the priority goals of the agency.

31 U.S. Code § 1120. Federal Government and agency priority goals — Every 2 years, the head of each agency listed in section 901(b) of this title, or as otherwise determined by the Director of the Office of Management and Budget, shall identify agency priority goals from among the performance goals of the agency. The Director of the Office of Management and Budget shall determine the total number of agency priority goals across the Government, and the number to be developed by each agency.

3.6. Performance Information

Use performance information to achieve agency priority goals

31 U.S. Code § 1121(b) - Agency Use of Performance Information To Achieve Agency Priority Goals.—Not less than quarterly, at each agency required to develop agency priority goals required by section 1120(b) of this title, the head of the agency and Chief Operating Officer, with the support of the agency Performance Improvement Officer, shall— (1)for each agency priority goal, review with the appropriate goal leader the progress achieved during the most recent quarter, overall trend data, and the likelihood of meeting the planned level of performance; (2)coordinate with relevant personnel within and outside the agency who contribute to the accomplishment of each agency priority goal; (3)assess whether relevant organizations, program activities, regulations, policies, and other activities are contributing as planned to the agency priority goals; (4)categorize agency priority goals by risk of not achieving the planned level of performance; and (5)for agency priority goals at greatest risk of not meeting the planned level of performance, identify prospects and strategies for performance improvement, including any needed changes to agency program activities, regulations, policies, or other activities.

3.7. Transparency

Make information about each agency priority goal available

31 U.S. Code § 1122. Transparency of programs, priority goals, and results — (b)Transparency of Agency Priority Goals and Results.—The head of each agency required to develop agency priority goals shall make information about each agency priority goal available to the Office of Management and Budget for publication on the website, with the exception of any information covered by section 1120(b)(2) of this title. In addition to an identification of each agency priority goal, the website shall also consolidate information about each agency priority goal

Stakeholder(s):

Agency Heads

Office of Management and Budget

3.8. Management & Performance

Improve management and performance

31 U.S. Code § 1123. Chief Operating Officers — (a) Establishment.— At each agency, the deputy head of agency, or equivalent, shall be the Chief Operating Officer of the agency. (b) Function.—Each Chief Operating Officer shall be responsible for improving the management and performance of the agency, and shall— (1) provide overall organization management to improve agency performance and achieve the mission and goals of the agency through the use of strategic and performance planning, measurement, analysis, regular assessment of progress, and use of performance information to improve the results achieved; (2) advise and assist the head of

agency in carrying out the requirements of sections 1115 through 1122 of this title and section 306 of title 5; (3) oversee agency-specific efforts to improve management functions within the agency and across Government; and (4) coordinate and collaborate with relevant personnel within and external to the agency who have a significant role in contributing to and achieving the mission and goals of the agency, such as the Chief Financial Officer, Chief Human Capital Officer, Chief Acquisition Officer/Senior Procurement Executive, Chief Information Officer, and other line of business chiefs at the agency.

3.9. Contributions

Contribute to the realization of the Federal Government's priority goals

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4. Performance Reviews

Support reviews of agency performance

Stakeholder(s)

Agency Heads

Chief Operating Officers

support the head of agency and the Chief Operating Officer in the conduct of regular reviews of agency performance, including at least quarterly reviews of progress achieved toward agency priority goals, if applicable

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5. Performance Appraisals

Assist the development and use of performance measures in personnel performance appraisals

Stakeholder(s)

Agency Heads

Chief Operating Officers

assist the head of the agency and the Chief Operating Officer in the development and use within the agency of performance measures in personnel performance appraisals, and, as appropriate, other agency personnel and planning processes and assessments

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6. Communication

Ensure that progress toward the achievement of goals is communicated

Stakeholder(s)

Leaders

Managers

Employees

Congress

The Public

ensure that agency progress toward the achievement of all goals is communicated to leaders, managers, and employees in the agency and Congress, and made available on a public website of the agency

Administrative Information

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