

Outputs to Outcomes:

Using performance measures to produce results in the President's Management Agenda



Curt Coy
Deputy Assistant Secretary for Administration
Administration for Children and Families
U.S. Department of Health and Human Services
June 2005

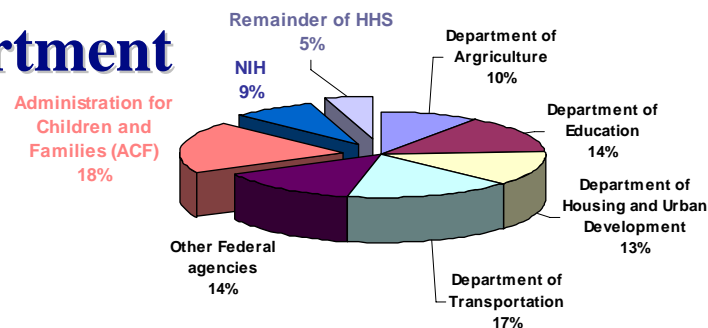


U.S. Department of Health and Human Services

Government's principal agency for:

- protecting health of all Americans
- providing essential human services
- annual budget \$572B (24%)
- 63,000+ employees
- largest grant-making Department

FY 2003 Grant Outlays (provided by OMB)
w/o Medicaid





U.S. Department of Health and Human Services

Composed of 300+ programs

- ✓ **medical & social science research**
- ✓ **preventing outbreak of infectious diseases**
- ✓ **food & drug safety**
- ✓ **human/social services**
- ✓ **maternal & infant health**
- ✓ **substance abuse treatment & prevention**
- ✓ **services for older Americans**
- ✓ **comprehensive health services**

Administration on Aging (AoA)

Administration for Children and Families (ACF)

Agency for Healthcare Research & Quality (AHRQ)

Agency for Toxic Substances & Disease Registry

Centers for Disease Control and Prevention (CDC)

Centers for Medicare and Medicaid (CMS)

Food and Drug Administration (FDA)

Health Resources & Services Administration (HRSA)

Indian Health Service (IHS)

National Institutes of Health (NIH)

Substance Abuse and Mental Health Services Administration (SAMHSA)





Administration for Children and Families

Composed of 60+ programs

- ✓ TANF (welfare)
- ✓ Head Start
- ✓ Foster Care
- ✓ Child Care
- ✓ Community Service Programs
- ✓ Child Support Enforcement
- ✓ Positive Youth Development
- ✓ Social Services Block Grants
- ✓ Low Income Heating & Energy Assistance
- ✓ Individual Development Accounts
- ✓ Refugee Resettlement
- ✓ Developmental Disabilities
- ✓ Native American/Tribal Economic Development



Wade F. Horn, Ph.D.
Assistant Secretary
Administration for Children and Families

Administration for Children and Families (ACF)
\$49B in annual appropriations
Manages 6 of 8 largest HHS grant programs
6,200 Discretionary grants @ \$14B
8,600 Mandatory grants @ \$35B





Performance, Purpose, & Results

The PMA

**“What matters in the end is completion. Performance. Results.
Not just making promises, but making good on promises.”**

President George W. Bush

One HHS Purpose

**To better integrate HHS management functions to ensure
coordinated, seamless, and results-oriented management
across all Operating and Staff Divisions of the Department**

ACF Performance Record

**In FY 2003 and FY 2004, ACF has successfully obtained “green” (the
highest) progress ratings from HHS in all five of the PMA reform
initiatives – the only operating division within HHS to sustain
consistently high ratings in all five management areas.**





The Five Initiatives of the PMA

Administration for Children and Families (ACF) President's Management Agenda Scorecard

	FY 2002		FY 2003				FY 2004				FY 2005	
	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr
Human Capital	Y	Y	G	G	G	G	G	G	G	G	N/A	
Competitive Sourcing	Y	R	G	G	G	G	G	G	G	G	G	
E-Gov Initiatives	Y	G	G	G	G	G	G	G	G	G	N/A	
Financial Management	Y	Y	Y	G	G	G	G	G	G	G	N/A	
Budget/Performance	Y	Y	G	G	G	G	G	G	G	G	N/A	

Human Capital
Competitive Sourcing
E-Gov Initiatives
Financial Management
Budget/Performance

Seven consecutive 'Clean Sweeps'

... before successes, there must be some substance



The ACF 'Clean Sweep' Broom Page 6

The Administration For Children and Families



Performance Accountability System



	<p><u>Performance Contracts</u> (Agency Heads & SES)</p> <p>Representative of the One HHS strategic goals that apply to each Agency Head and subsequent Senior Executive Staff</p>	<p><u>One HHS:</u></p> <p>Management Objectives</p> <p><u>Mission:</u> To enhance the health and well-being of Americans by providing for effective health and human services and by fostering strong, sustained advances in the sciences underlying medicine, public health, and social services.</p>	<p><u>HHS Mission</u></p> <p><i>To enhance the health and well-being of Americans by providing for effective health and human services, and by fostering sound, sustained advances in the sciences underlying medicine, public, health, and social services.</i></p>
\$\$			
FTE			
\$\$			
FTE	<p><u>Employee Performance Plans</u></p> <p>A comprehensive representation of SES Performance Contracts cascaded down to mid-level and entry-level employees in the agency according to their respective functional units.</p>	<p>Program Objectives</p> <p><u>Purpose:</u> To better integrate HHS management functions to ensure coordinated, seamless, and results-oriented management across all Operating and Staff Divisions of the Department.</p>	
\$\$			
FTE			





Strategic Links: Cascading Accountability & Outcomes

Targets & Measures: Linking Our Mission to Outcomes, Not Outputs

<u>Performance Targets</u>	<u>Performance Measures</u>
President's Management Agenda	PMA Scorecard: Progress & Status <i>Red, Yellow, Green</i>
One HHS Performance Contracts	Agency Assessments <i>Exceptional - Unsatisfactory</i>
Employee Performance Plans	Performance Appraisals <i>Outstanding – Minimally Successful</i>





Clear Objectives & Accountability

One HHS Management Goals

- Implement *Results-Oriented Management*
- Implement Strategic *Human Capital* Management
- Improve *Management Operations* and Oversight
- Complete the FY 2005 *Competitive Sourcing* Program
- Improve *Information Technology* Management
- *Consolidate* Management Functions and Achieve Administrative Efficiencies
- Improve *Financial Management*
- Improve *Real Property Asset* Management
- Achieve Efficiencies through HHS-wide *Procurements*
- Conduct *Program Evaluations* and Implement Strategies for Resolving Any Deficiencies Identified
- Conduct *Ethics*





Organizational Performance Assessment

Purpose: Assessment of All Performance Requirements in Agency Head's Performance Contract

OPM Required for Certification of the HHS SES Performance Management System

Assessment Supports the FY 2004-2009 HHS Strategic Plan

Rating: Exceptional (E),
Fully Successful (FS),
Minimally Successful (MS),
Unsatisfactory (U)

Standardization: Institutionalized Management Tool





Organizational Performance Assessment

“The Process”

HHS Executive Panel: created corporate approach to establishing organizational performance assessment based on One HHS management and program goals.

- ✓ Self-Assessment – each OPDIV Head is required to assess his/her organization’s performance relative to the Department’s Management Objectives and Program Objectives
- ✓ Panel Review – consists of SES members nominated from each OPDIV to review the self-assessments
- ✓ Final Assessment by Department – under the Assistant Secretary for Administration and Management (ASAM), the self-assessment, panel recommendation, and other assessment data as performance measurement, PAR, and Scorecard results determine final organizational rating





ACF's Performance Structure

Assistant Secretary for Children and Families



Deputy Assistant Secretary for Administration



President's Management Agenda Team

Chief of Staff, Team Lead

3 Management Analysts serve as Initiative Leads, complimented by ACF Senior Staff



Program Offices & Regional Offices

- Workforce Planning
- E- Grants
- Erroneous Payments
- PART

Human Capital

Competitive Sourcing

E-Government

Improve Financial Management

Budget & Performance Integration

**Management
Subject Matter Experts:**

- HR Policy
- Information Technology
- Financial Services
- Performance Management





Implementing the PMA to Achieve Management Results

Budget & Performance Scorecard Criteria

- **FY 2006 Performance Budget – submit on time and in compliance w/guidance**
- **Use performance and financial information**
- **PART Information – scores used to justify funding requests, management actions, and legislative proposals**
- **Strategic plans and performance documents – limited number of outcome oriented goals and objectives**
- **Performance Appraisal Plans – link to OPDIV mission, goals, and outcomes; cascade across the OPDIV**
- **Full Cost – accurately reported in budget and performance documents**
- **Efficiency Measures – one efficiency measure for at least 50% of programs PARTed**





Budget and Performance Integration Accomplishments

ACF Accomplishments:

- Replaced four GPRA management objectives to one – Green in each PMA Initiative
- Active Program Assessment Rating Tool (PART) participation
 - 14 ACF programs have been PARTed, more than doubled in the last FY
 - ACF Office of Child Support Enforcement received one of the highest scores in government at 90%
 - As a result... developed long-term outcome-oriented targets
- Continue to develop cost/budget and performance in an integrated manner
- Use of performance data to make informed management decisions

Program & Regional Contributions:

- Regional offices worked closely with the Program offices to assure projected targets for performance measures were realistic





Budget and Performance Integration

ACF PART Scores: 20% of Programs PARTed

FY 2005 Budget		FY 2006 Budget Request	
PROGRAM	RANKING & SCORE	PROGRAM	RANKING & SCORE
CSE* Child Support Enforcement	Effective 90%	Child Care*	Moderately Effective 81%
ADD Administration on Developmental Disabilities	Adequate 60%	IDA/AFI Asset for Independence	Adequate 60%
Refugee and Entrant Assistance	Adequate 68%	CBCAP Community-Based Child Abuse Prevention	Results Not Demonstrated 49%
Foster Care	Adequate 54%	CAPTA Child Abuse Prevention	Results Not Demonstrated 48%
Head Start	Results Not Demonstrated 45%	VCR Violent Crime Reduction	Results Not Demonstrated 42%
RHY Runaway and Homeless Youth	Results Not Demonstrated 42%	Independent Living	Results Not Demonstrated 39%
LIHEAP Low Income Home Energy Assistance Program	Results Not Demonstrated 38%	<p>•Child Support Enforcement (FY05) & Child Care (FY06) represent two of the highest PART scores in HHS</p>	
CSBG Community Block Grant	Results Not Demonstrated 35%		





Future PART Programs: 32 Planned for FY07 & FY08

FY 2007*	FY 2008*
<p>Adoption Opportunities Adoption Assistance Adoption Incentives Social Services Block Grant Mentoring Children of Prisoners Refugee and Entrant Assistance (Transitional and Medical Services and Preventive Health) Victims of Trafficking Temporary Assistance for Needy Families (TANF)</p>	<p>Early Learning Opportunities Program Native American Programs Compassion Capital Fund Abstinence Education (mandatory and discretionary) Child Abuse Discretionary Activities Promoting Safe and Stable Families (mandatory and discretionary) Child Welfare Services Child Welfare Training Independent Living Education and Training Vouchers Voting Access for Individuals with Disabilities Social Services Research and Demonstration Promotion and Support of Responsible Fatherhood and Healthy Marriage Job Opportunities for Low-Income Individuals Community Economic Development Rural Community Facilities National Youth Sports Community Food and Nutrition Children's Research and Technical Assistance</p>





Implementing the PMA to Achieve Management Results ...*the rest of PMA*

Competitive Sourcing:

- First HHS Agency, and likely first federal Agency, to meet FY02 and FY03 competitive sourcing standards
- Evaluated 28% of commercial inventory through FY 2004
- Based on FY04 Green Plan - plans to evaluate 100% of commercial inventory by 2013
- Green Plan program rating and subsequent OMB "Green" status scorecard for Department
- Turned losses into lemonade for affected employees & budget; ROI = \$5 million over 7 yrs
- Senior Agency management, buyout & union key to successes

Human Capital:

- Consolidated administrative functions in administrative management, grants, IT and facilities
- Re-deployed 70+ FTE's from administrative management/support to mission/program
- Developed senior executive performance contracts that link to Assistant Secretary's performance contract
- Standardized new performance plan used Agency-wide to cascade executive priorities to all employees
- 97% of all ACF staff have participated in a training opportunity directly related to increasing job skills
- Emphasis placed on succession planning
- Strategically hiring critical hires
- Reduced management layers, increased manager to employee ratios
- Implemented Q of L programs such as Tuition Assistance, Student Loan, Redeployment Training, etc.





Implementing the PMA to Achieve Management Results ...*the rest of PMA*

E-Gov:

- Selected as Departmental Center of Excellence for grants processing – 9 systems to 2, *Success: OMB LoB proposal*
- ACF first in HHS to receive grant application from Grants.gov (only one other agency in Federal government has done so)
- Successfully implemented electronic transfer between Grants.gov and 'back office' system (GATES)
- Implemented ACF citizen centric web site five months ahead of schedule
- Estimated \$5M in savings to staff resources with citizen centric RightNow web technology

Financial Management:

- With HHS, developed OMB accepted Erroneous Payment plans for Head Start, Foster Care, Child Care and TANF programs – ACF took leadership role with 4 of 7 HHS programs – *Success: more coming*
- Developed and implemented grant Program Announcement Template System – anticipated to be used Department-wide
- Closed out 9,000+ grants saving \$40K/mo.
- Decreased ACF program TAPS for IT services by 41%
- Reduced outstanding FY03 debt balance by grantees by 85% (\$100M)
- Received fifth consecutive clean audit opinion w/no material weaknesses and two reportable conditions



Tools for Success

- Centralized Structure
- Accountability
- Leadership
- Future Focus

Getting Ahead

Reforms Help HHS Agency Ace Management Scorecard

The Washington Office of the Health and Human Services Department is getting a thumbs up for its management reforms. In a new survey, the HHS Agency Management Scorecard, the HHS Office of Management and Enterprise Services (OMES) has ranked the HHS Agency as a top performer in several key areas, including financial management, information technology, and human resources. The survey, which is conducted annually, evaluates the performance of HHS agencies based on a variety of criteria, including the quality of their management practices, the efficiency of their operations, and the effectiveness of their programs. The HHS Agency's strong performance in these areas is a testament to the reforms implemented by the HHS Department, which have helped to streamline operations, improve financial management, and enhance the quality of services provided to the public.

STEPS TO GREEN

OMES conducted the survey to assess the HHS Agency's performance in several key areas, including financial management, information technology, and human resources. The survey, which is conducted annually, evaluates the performance of HHS agencies based on a variety of criteria, including the quality of their management practices, the efficiency of their operations, and the effectiveness of their programs. The HHS Agency's strong performance in these areas is a testament to the reforms implemented by the HHS Department, which have helped to streamline operations, improve financial management, and enhance the quality of services provided to the public.

Management Scorecard

In HHS's view, the survey results are a testament to the reforms implemented by the HHS Department, which have helped to streamline operations, improve financial management, and enhance the quality of services provided to the public. The survey, which is conducted annually, evaluates the performance of HHS agencies based on a variety of criteria, including the quality of their management practices, the efficiency of their operations, and the effectiveness of their programs. The HHS Agency's strong performance in these areas is a testament to the reforms implemented by the HHS Department, which have helped to streamline operations, improve financial management, and enhance the quality of services provided to the public.

GCN

They've got answers



The Manager

E-grants pilot sets example of going for the PMA green

Wade Horn takes the goals of the President's Management Agenda seriously. Horn, the assistant secretary for the Health and Human Services Department's Administration for Children and Families, oversees his agency's efforts to receive all green scores from HHS secretary Thomas on the five agency scores from the PMA, a government-wide survey of management, human capital, and budget and performance. The Office of Management and Enterprise Services (OMES) has ranked the HHS Agency as a top performer in several key areas, including financial management, information technology, and human resources. The survey, which is conducted annually, evaluates the performance of HHS agencies based on a variety of criteria, including the quality of their management practices, the efficiency of their operations, and the effectiveness of their programs. The HHS Agency's strong performance in these areas is a testament to the reforms implemented by the HHS Department, which have helped to streamline operations, improve financial management, and enhance the quality of services provided to the public.



Assistant Secretary Dr. Wade Horn, left, and senior manager Curtis Coy with a green banner for the Administration for Children and Families' green scores in its first report.

FEDERALTIMES.com

Wade Horn
Administration for Children and Families
Management agenda helps get results for kids

Wade Horn, assistant secretary for the Administration for Children and Families, is leading a management agenda that has helped the agency achieve top scores in a recent survey. The agenda focuses on improving financial management, information technology, and human resources. Horn's leadership has been instrumental in the success of the HHS Agency's management reforms, which have helped to streamline operations, improve financial management, and enhance the quality of services provided to the public.

The Administration For Children and Families



Tools for Success

Centralized Structure

- Created an ACF PMA Team
 - Key liaison with HHS PMA Desk Officers
- All efforts funneled through team
- Single face to Department & OMB
- Consistent reporting & follow-up
- Consistent, defined Department-wide goals



Accountability

- Use of performance management system to drive accountability & outcomes –
 - ✓ PMA Objectives in Assistant Secretary's performance contract
 - ✓ Same objectives in each ACF SES performance contract – with DASA as principal player
 - ✓ Each ACF employee performance contract has Assistant Secretary's goals and objectives

Page 20

The Administration For Children and Families





Tools for Success

Leadership – reinforcement from the top

- PMA goals and objectives discussed twice weekly at ACF senior staff meetings
- Bi-weekly reports to Assistant Secretary
- Managing by results at ACF
- ACF Honor Awards Ceremony
- How we do it –
 - Don't micromanage, hold folks accountable
 - Keep the end in sight – Vision
 - Be proactive, take a leadership role



Future Focus... what's next?

- Employee Development
- New PMA objectives
 - Improper Payments
 - Real Property
- Next year's PMA objectives
- Strategic Linkage of 5 Initiatives

Page 21

The Administration For Children and Families

