

# GOVERNING FOR RESULTS



A Transition and Management Agenda  
to Lead Policy Change in a New Administration



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October 17, 2016

[transitions2016.org](http://transitions2016.org)

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## OUR COALITION MEMBERS



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## ABOUT THE INITIATIVE

No matter who wins the White House in 2016, promoting the effective and efficient management of the federal government should be a shared bipartisan goal.

Each election cycle a diverse coalition of good-government groups have sponsored a variety of projects to help inform the incoming Administration on federal management issues. The goals of the project:

1. Develop a bold set of ideas to comprise a Management Reform Agenda for the incoming President and Congress to consider that focuses on improving results, transparency and efficiency of the federal government – and in doing so helps the new President achieve their agenda.
2. Expand the Government Performance Coalition of think tanks, elected officials, and other stakeholders to support the bipartisan implementation of a federal management improvement agenda post 2016.

This report summarizes the recommendations surfaced throughout an 18-month research effort involving a bipartisan collection of political and career officials in a variety of Administrations. Throughout the Transition and after Inauguration, the Transitions Initiative will continue to engage the new Administration officials on assisting with the effective and efficient implementation of their agenda.

The Transitions in Governance Initiative is supported by a coalition of good-government groups. While these groups may differ on specific policy ideas and have their own individual proposals, the groups share a commitment that the incoming President and Congress adopt a clear agenda for improving the management of the federal government.

Individual coalition members have conducted additional research projects related to the Transition and improving federal management. Information on those projects can be accessed on their websites.

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## WHY A MANAGEMENT AGENDA IS KEY

What is the number one frustration a new President has regardless of their political party? The failure to effectively implement their policy initiatives in a timely manner.

What is the number two frustration? Unanticipated failures of the bureaucracies they are charged with leading (think the embarrassments with the Hurricane Katrina response or the roll-out of Healthcare.gov).

The solution to both of these frustrations must begin with the Transition of an Administration – and must continue after Inauguration with a clear and effective Management Agenda.

So what is a Management Agenda?

A Management Agenda is the framework that a President and his/her team will use to achieve three important outcomes – in rank order of importance to the Administration:

<b>POLICY EXECUTION</b>	Execute program changes throughout the federal government to reflect new policy goals and approached by overcoming internal resistance, aligning scarce budgets and resources to the policy, and communicating early success in time for the election.
<b>MITIGATE RISKS</b>	Identify risks and threats that could result in significant embarrassments and quickly mitigate these before serious failure results.
<b>EFFICIENCY AND EFFECTIVENESS</b>	Improve the operation of federal programs so they provide better value to the American taxpayer in terms of efficiency, customer service, and mission results.

The new President does not have to – and should not – leave management to chance. Instead of hoping political appointees will learn the ropes over time and figure out how to get the Administration’s policies implemented, the new President should adopt a formal framework from day one in office.

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After examining successful policy execution in prior Administrations, a Management Agenda should address the following key ingredients:

- **SETTING DIRECTION**
  - › Communicating policy initiatives – at times from the President directly
  - › Issuance of directives, identifying existing and needed legislative authorities, etc.
- **MANAGING CHANGE WITHIN AGENCIES**
  - › Assessing and overcoming opposition to policy initiatives
  - › Rewarding (and sanctioning) managers and programs based on their progress (or lack thereof) in executing policy initiatives – at times from the President directly
- **FORCING COLLABORATION ACROSS AGENCIES**
  - › Identifying best practices that need to be shared government-wide
  - › Facilitating coordination and collaboration across programs and agencies that do not tend to work together effectively
- **REDIRECTING RESOURCES**
  - › Using the power of the federal budget to execute policy initiatives
- **REPORTING OF RESULTS**
  - › Measuring and monitoring progress in executing policy initiatives – sometimes with a public scorecard
  - › Taking credit for success – and for averting failure

This report contains recommendations on how the new President can adopt and use such a framework – with ideas coming from those who know best: political appointees from past Administrations that learned lessons the hard way.

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## MANAGEMENT AGENDAS FROM PREVIOUS ADMINISTRATIONS



### BARACK OBAMA

President Barack Obama did not adopt a formal Management Agenda like Bush or Clinton before him. Instead, Obama launched a single Open Government Initiative to improve transparency and public access to information. In his second term, Obama laid out a four-prong agenda focused on improving efficiency and encouraging innovation – while encouraging the establishment of cross-agency strategic goals for better collaboration for results.

**Weaknesses:** Obama was late in outlining an agenda focused on Efficiency and Effectiveness – and did not establish an approach to Policy Execution or Mitigating Risk.



### GEORGE W. BUSH

President George W. Bush rolled out his President’s Management Agenda (PMA) which addressed five major management improvement topics and included a direct tie into the budget through the Program Assessment Rating Tool (PART). The PMA succeeded in improving compliance with a number of management statutes and evolutionary improvements in agencies.

**Weaknesses:** The PMA focused on Efficiency and Effectiveness – not Policy Execution or Mitigating Risk (with some exception on fraud issues). While the PMA had formal status through OMB, it only marginally drove resources and sanctions to effect change. PART focused exclusively at the program level and lacked a mechanism to foster collaboration across government programs involved in the same mission area.



### BILL CLINTON

President Bill Clinton appointed Vice President Al Gore to lead the National Performance Review – later renamed the National Partnership for Reinventing Government (NPR). NPR was a bottoms-up framework of encouraging innovation in government. It relied on a clearinghouse where best practices could be identified and exchanged. Over 1200 recommendations were made – some were successfully implemented.

**Weaknesses:** NPR focused mainly on efficiency and effectiveness – not policy execution or mitigating risk. NPR had no formal role and did not drive resources or sanctions to drive change.

## LISTENING TO GOVERNMENT EXECUTIVES – PAST AND PRESENT

In formulating recommendations for this report, the Transitions in Governance Initiative held a series of town hall dialogues with political and career officials from both political parties in current and previous Administrations.

- Managing for Performance (May 2015)
- Digital Government and Process Transformation (July 2015)
- Financial Transparency (July 2015)
- Social Innovation, Grants and Partnerships (September 2015)
- Executive Talent and Workforce Management (November 2015)
- Leading the Management Agenda (January 2016)
- Acquisition Reform (March 2016)

For each management topic, the town hall dialogues elicited responses to three questions:

- What has worked well in this management area?
- What has not worked well or remains a challenge?
- What specific changes or reforms should the new Administration and Congress consider?

In addition to the town hall dialogues, the Initiative used online surveys to collect ideas and gauge feedback from existing federal employees on reform recommendations advanced during the project.



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## STRUCTURING A COMPREHENSIVE MANAGEMENT AGENDA

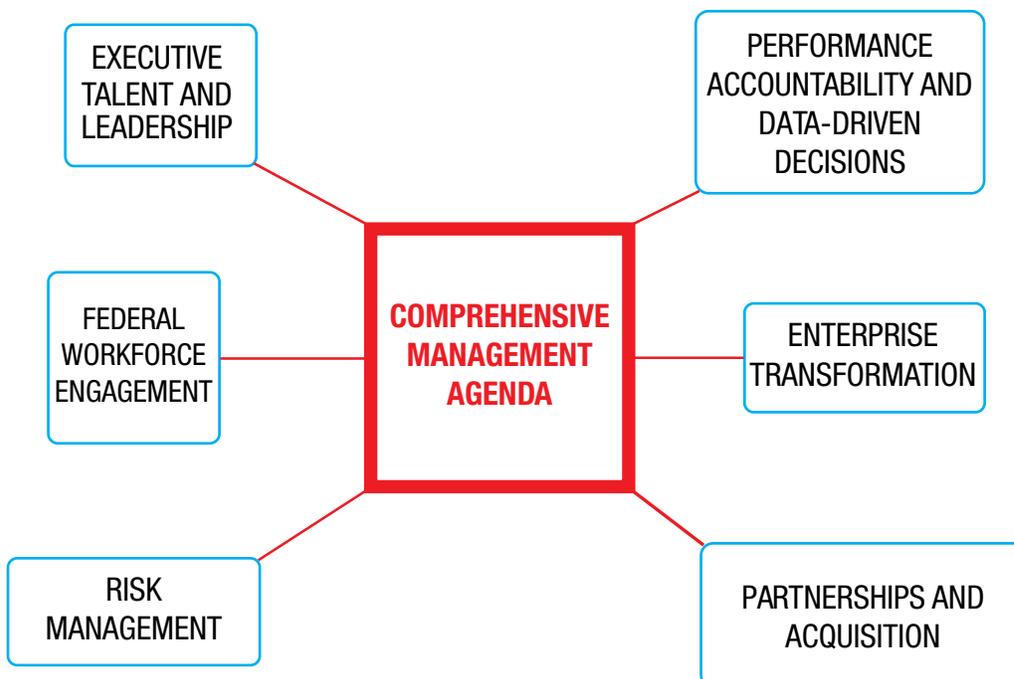
A comprehensive Management Agenda should address the capabilities the new Administration needs to successfully execute its policy initiatives, manage risk, and improve overall performance.

Additionally the Management Agenda should be grounded in the existing requirements contained in a variety of management statutes that address the management functions ranging from Information Technology, Acquisition, Performance Management, Open Source Data, and much more.

There are a number of ways to organize and structure a Management Agenda. During the Bush Administration, the Management Agenda was designed to largely mirror the management silos with one goal for each of the following management officers at each agency: Chief Financial Officer, Chief Human Capital Officer, Chief Information Officer, Chief Performance Officer, and Chief Acquisition Officer.

Management statutes already drive certain standards and requirements in the existing C-Level management silos at each agency. To really improve performance and put management capabilities to work in executing policy initiatives, the new Administration should consider a structure that by design forces the management silos to work together.

The Transitions in Governance Initiative offers one cut at a blended approach to structuring the Management Agenda here.



## STRUCTURING A COMPREHENSIVE MANAGEMENT AGENDA

### EXECUTIVE TALENT AND LEADERSHIP

The Management Agenda begins during the Transition with selecting the right people for political appointments – and establishing, supporting, and motivating a team at each federal department to lead policy change and transformation.

### PERFORMANCE ACCOUNTABILITY AND DATA-DRIVEN DECISIONS

The Management Agenda requires a mechanism whereby the President and his/her team set clear goals – and a way to track progress on implementation of those goals.

### ENTERPRISE TRANSFORMATION

Once goals are clearly articulated, the Management Agenda should foster innovation and transformation throughout all level of government to execute Administration policy in the most effective and efficient way.

### FEDERAL WORKFORCE ENGAGEMENT

Because solid execution of policy requires winning the hearts and minds of your workers, the Management Agenda must address recruitment, retention, training and motivation of federal employees.

### PARTNERSHIPS AND ACQUISITION

To achieve maximum results, the Management Agenda must address how to foster collaboration between programs, levels of government, and sectors of society.

### RISK MANAGEMENT

Every federal program faces some level of risk, but several high-level risks require priority action in the Management Agenda. Failure to manage these high-level risks could lead to major embarrassments for the Administration – and national disaster.

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“We have a fundamental issue in the selection of supervisors. You can’t get at the performance problem until you actually pick folks who can be true managers and leaders.”

– *Panelist, November 2015*

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## GOAL 1: EXECUTIVE TALENT AND LEADERSHIP

### HIRE POLITICAL APPOINTEES WITH MANAGEMENT BACKGROUNDS

Effective policy execution and good management begins with who you select for your team. The incoming President will fill roughly 4,000 political appointee positions across the federal government.

In many cases, political appointees are selected based on their support during the election and/or their profile in a policy area. Political appointees are vetted for their connections with important political stakeholders. Some will be selected based on their likelihood of winning support in the US Senate confirmation process, although only 1-in-4 political appointments require Senate confirmation.

While these criteria are understandable and arguably even necessary, the new Administration should consider management expertise as well as it works to build an effective, well-rounded team at each federal agency.

Specifically, the new Administration should prioritize management experience (particularly in governmental settings) when selecting the Deputy Secretaries and any appointees that will have oversight of agency management functions. The Deputy Secretary or Deputy Administrator of each agency should be prepared to carry-out the Chief Operating Officer role.

For all political appointees, conduct at least some level of training on the new President's Management Agenda.

### EMBRACE AND ENGAGE THE CAREER SENIOR EXECUTIVES (SES)

The new Administration has to consider how to engage the thousands of senior career executives across the federal government. Without the engagement of the senior career executives (SES), the new Administration's agenda can be thwarted or delayed in many policy areas.

Many new Administrations make the fatal mistake of treating the career senior executives with suspicion or outright distrust. Avoid that mistake by including the senior executives in the Transition and subsequent strategic and operational discussions in a full and meaningful way.

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"We have seen in this Administration: that career executives have not really been brought into a mold or help implement some of these plans. And then we have seen some of the effects of that, the 14-day appointment guideline at the VA that was just kind of rolled out without much consideration of the capacity of the agency to actually carry that call out."

– *Panelist, January 2016*

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One important way to engage the career senior executives: restore annual meetings of the President with the SES. If these individuals are to be the career leaders in the federal government they should be treated as such and that message can best be sent by the new President personally.

## CONVENE AN INITIAL STRATEGIC PLANNING RETREAT FOR EACH AGENCY

The Government Performance and Results Act requires every federal agency maintain a Strategic Plan, but these plans will be inherited from the prior Administration. Without formally revising the entire GPRA Strategic Plan, the incoming political appointees and the career senior executives from each federal agency should attend a one or two-day off-site planning retreat that is professionally facilitated. The purposes of the retreat would be:

- Identify the major policy initiatives that the President expects the federal agency to execute
- Establish 90-day, 6-month, and first year goals for policy execution
- Build a team culture and trust between the new political appointees and career executives
- Identify how their agency can cascade the President's Management Agenda down into their organization and what the reforms in the PMA specifically mean to their agency

## ESTABLISH PERFORMANCE PLANS FOR POLITICAL APPOINTEES AND SENIOR EXECUTIVES

Senior career executives (SES) are already required by law to be placed under performance plans. The problem is most of these plans are nebulous and do not relate to execution of the new Administration's policy initiatives. The new Administration must use the SES performance plans to ensure alignment of the career managers to the new policy initiatives of the Administration and overall management improvement.

In addition, the new Administration should require all political appointees to have performance plans based on the same policy outcome and management improvement goals.

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"What impressed me about the NPR, I'm talking structurally as a change model, was the competition that was out there, people really wanted that award. They wanted it on their wall."  
– *Panelist, January 2016*

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## DESIGNATE GOVERNMENT-WIDE LEADERSHIP FOR THE MANAGEMENT AGENDA

The Management Agenda cannot be simply a policy decree that you hope individual federal agencies will execute on their own. Like in political races, hope is not a strategy. The Management Agenda requires a government-wide infrastructure to provide high-profile communication, share best practices, measure progress, and identify rewards and sanctions.

- **Star Power:** President George W. Bush kicked off his Management Agenda personally and made a point of reviewing the PMA Scorecard with the Cabinet annually. Bush also made appearances at the President’s Management Council. The new President should similarly demonstrate that the Management Agenda is hers/his.

More importantly, the designation of Vice President Al Gore to lead NPR was significant in that it gave the Management Agenda a real star to communicate and incentivize on an on-going basis. Ideally the Vice President in the new Administration will be given the same role – particularly given their past experience as governors.

- **Central Leadership Role:** During the Administration of President Bill Clinton, the National Performance Review played this role. During the Administration of President George Bush, the Office of Management and Budget played the role. During the Administration of President Barack Obama, OMB and the White House shared responsibility depending on the issue. Each structure has its strengths and weaknesses.

Whatever the structure, the new Administration has to assign a government-wide “quarterback” role for the Management Agenda. OMB is the most logical quarterback, but historically has struggled with a lack of capacity and limited staff. The new Administration may want to consider a hybrid model borrowing from NPR by having OMB lead the President’s Management Agenda with support from a specialized Government Transformation Task Force staffed by personnel on loan from federal agencies to handle the cross-agency priority initiatives.

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“Whatever initiative you are going to have has to be OMB-led. It is the major, the government-wide enterprise that is going to have to drive the reforms. I think the Deputy for Management is the right official to lead this, if they are adequately equipped with adequate staffing and resources.”

– *Panelist, January 2016*

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- **Utilize the C-Level Councils:** The federal government has the President's Management Council (PMC) and C-level Councils consisting of Chief Information Officers, Chief Financial Officers, Chief Acquisition Officers, Performance Officers, Chief Human Capital Officers, etc. The C-Level Councils should examine how the Management Agenda as a whole can be influenced by the individual management silos as well as how the agenda can be integrated across silos. The new Administration should use the councils as vehicles for policy development and exchange of best practices.
- **Designate Initiative Owners:** Another strong element of the Bush Management Agenda was the practice of designating an Initiative Owner for each PMA goal at each federal agency. If an agency was stuck at red on the scorecard, it had an owner you could call up and hold accountable. The President's Agenda should be cascaded to each federal agency with individual accountability.

## REFORM THE SENIOR EXECUTIVE SERVICE

Longer-term, as the President looks to build better Executive Talent and Leadership throughout the federal government, reforms to the Senior Executive Service should be enacted. Indeed the current state of the Senior Executive Service has reached a crisis point – from low morale to improper use of SES positions to advance individuals with technical skills versus leadership skills.

- The Administration should mandate that SES positions not be used for technical staff and redouble oversight of SES appointments (perhaps in a centralized agency) to ensure individuals are appointed for their leadership potential and strategic thinking. To fight the temptation to fall back into using the SES for promotions of technical staff, consider creating a STS classification “Senior Technical Service” – or at least reform the Classification system to provide for pay-banding categories that could be used to retain technical staff.
- Require SES participate in rotational assignments within the agency and inter-agency to further their professional development and return to the original intent of the SES system.
- Improve implementation of Performance Management systems for SES with greater focus on leadership development, innovation, and accountability for results.
- Restore SES bonus programs – and other reward and recognition programs. Make the rewards public once again.

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“Much of government is about resource allocation and figuring out where that goes and that's where the data is going to be so important in terms of what kind of people you hire, where you deploy them, how you deploy them, what kinds of things, where you deploy resources from a budgeting standpoint.”

– *Panelist, January 2016*

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## GOAL 2: PERFORMANCE ACCOUNTABILITY AND DATA-DRIVEN DECISIONS

### KEEP SCORE – AND CELEBRATE

One of the strongest elements of the Bush President's Management Agenda was the traffic-light scorecard that was publicly released. Grades were not inflated to show everything was rosy either. Many federal agencies had red scores and stayed at red. Others moved up, and some even moved down. The Scorecard was not perfect but it did grab the attention of the layers of bureaucracy at each federal agency and it drove change.

Similarly the Hammer Awards given out by Vice President Al Gore captured the attention of many federal employees and were valued. Hammer Awards recognized individual or program achievements.

The new Administration should use both a Scorecard and an Award approach to keeping score and celebrating success on the President's Management Agenda. In designing the Scorecard, the new Administration should balance measures of:

- Implementation of PMA policies (similar to the Bush Scorecard)
- Achievement of agency-level goals as defined by the agency leader and the President (this would be a first for a management scorecard)
- Achievement of cross-agency goals as defined by the President (another first for a management scorecard)

### MANDATE PERFORMANCE-STAT REVIEWS AT EACH FEDERAL AGENCY

Having performance goals and measures under the Government Performance and Results Act or on the President's Management Agenda Scorecard is not enough – the new Administration has to emphasize the use of performance management to drive policy execution and make program improvements.

Building on the recommendation in Executive Talent and Leadership to begin the revision of the revised Strategic Plan for each federal agency in the first weeks of the new Administration, political appointees and senior career executives should be required to establish a dashboard of core performance measures.

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"Our data analytics capacity is greatly lacking – there are untapped resources in virtually every unit of the government that good data analytics could unlock."  
– *Panelist, November 2015*

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Using professional facilitation, quarterly PerformanceSTAT Reviews should be held with the head of each federal agency and their executive leadership team to address the following:

- Focus on policy initiatives and performance measures that are not on target – and devise specific solutions to get them back on track within the following quarter
- For a limited number of performance measures, examine trends and analysis that may offer lessons or suggest a shift in policy design or execution
- Discuss ways program managers want to experiment or innovate in the following quarter
- Identify performance measures that the leadership team is not finding useful and eliminate them to streamline the Dashboard
- Come to consensus on what will be reported to OMB, the White House and other entities regarding government-wide goals and cross-agency initiatives

## IMPROVE OMB BUDGET REVIEWS USING PERFORMANCE MEASUREMENT AND DATA ANALYTICS

Articulate early on and in clear terms how the Administration intends to use performance management to link resources to results using the federal budget process. In addition, departments (or programs) should be required to identify how they use evidence-based analysis in the design of their program strategies and expenditure of program funds.

Three possible models for conducting these reviews:

- **Option A: Continue with a Strategic-Level Review Process:** The Obama Administration shifted away from the Program Assessment Rating Tool (PART) and a program-level performance review to a larger Strategic-Level Review Process of allowing agencies to set individual agency “priority” goals as required under GPRA-MA while OMB looks for ways to foster cross-agency coordination on government-wide goals. Some argue that setting agency-level as opposed to program-level goals is the correct way to go as it focuses on bigger outcomes expected of government and encourages cross-agency collaboration. Some argue this strategic-level approach at OMB should continue.

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- **Option B: Return to a Program-Specific Review Process:** The Bush Administration used the Program Assessment Rating Tool (PART) to review program-level performance. Some argue that each individual federal program must be evaluated at least every few years as federal spending is allocated on a program basis, not a goal basis. Some argue this program-level approach at OMB should be resumed.
- **Option C: Combine a Strategic-Level and Program-Specific Review Process:** While potentially requiring more work by OMB and agencies, the new Administration may want to reinstate program-level performance reviews and then use a Strategic Review Process to rank federal programs in key federal mission areas and in cross-cut goal areas. In addition to examining program expenditures, OMB should examine “off-budget” investments such as tax expenditures, regulations, mandates for state and local government, etc.

## PRIORITIZE OPEN DATA EFFORTS IN EACH AGENCY

Performance management and data-informed decisions requires access to good data. That is a significant challenge in the federal government. It also requires a culture change to embrace the notion that federal managers are not the only ones that deserve and need access to federal data sets – the general public, the private sector, researchers, and other stakeholders deserve access as well.

- **Set Open Data Priorities:** Instead of making all data available all at once, the new Administration should instruct each agency to set open data priorities and focus on data sets that public and consumers want the most. This requires each agency work with public and stakeholder to identify and categorize kinds of records that should be disclosed and working collaboratively on data standards and processes to disclose them. It also presumes an improvement in records management. A lot of federal records are still being generated that are paper-based to begin in, resulting in extra burden to scan into electronic format.
- **Data Quality:** Everyone wants quality data, but how much quality do you need in a data set? It varies based on what management (or customers) intend to use it for. Agencies should be instructed to hold off on making all data perfect up front, and instead work with user community and program managers on what data sets should undergo data quality improvement efforts.
- **Transparency on Federal Spending:** The DATA Act of 2014 requires the Treasury Department and the White House Office of Management and Budget (OMB) to establish government-wide data elements and a schema for spending information, and requires agencies to use those standards to report all financial, payment, and award information.

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To meet these mandates, agencies must take stock of their existing spending information, map it to the DATA Act standards, and report it, once standardized, to Treasury and OMB by May 2017.

Because significant opposition to the DATA Act's goals still exists within OMB and in the federal procurement community, there is a risk that these necessary steps may not be meaningfully completed. To improve alignment of data to programs, OMB should take leadership in establishing a common definition of *program* between the DATA Act and GPRA Modernization Act.

The next administration should reaffirm the goals of the DATA Act, ensure that Treasury and OMB maintain the standardization mandate for federal agencies, and encourage the use of data analytics against the newly-standardized spending data.

Of importance, the DATA Act presumes that a website with transparency information on federal spending using DATA Act methodology will go live in May of 2017. Failure to achieve this milestone may open up the new Administration to criticism that it is not committed to financial transparency.

## IMPROVE DATA ANALYTICS, PROGRAM EVALUATION, AND EVIDENCE-BASED CAPABILITIES

Effective performance management requires each federal agency have capabilities for data analytics, program evaluation, and evidence-based analysis. The new Administration should cultivate this capacity:

- **Create a Government-wide Data Exchange:** Improving government performance requires access to good data – and breaking down barriers to getting data from within the federal government. The data collected and held by one federal agency often-times can substantially help another government agency devise better strategies and improve management of their programs. Unfortunately, most federal agencies are reluctant to share data.

The new Administration should consider creating a government-wide data exchange with a common understanding of how that shared data is defined. Using the intelligence community as a model, the Administration can also encourage agencies to enter into cross-agency MOUs regarding the sharing of sensitive data. The National Information Exchange Model is another promising practice to emulate.

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“You are measuring program outputs. You are not measuring productivity. You are not measuring innovation. We do not manage the performance.”

– Panelist, January 2016

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- **Designate Initiative Owner:** Identify the owner of data analysis and evaluation efforts within each agency – separate from the individual responsible for day-to-day implementation of performance management systems. Allocate one data analyst from each C-Level management function and major program area to work on data analysis initiatives for their function or program.
- **Dedicated Funding:** Carve out and dedicate resources for program evaluations and evidence-based analysis. Urge program managers to propose areas of evaluation or evidence-based experimentation for these extra funds.
- **Open Source Data Analytics Competitions:** Challenge the user community (external to agencies and internal to agencies) to analyze agency performance data to identify performance improvements – and offer a prize for innovations that are identified.
- **Third-Party Performance Reviews:** Consider creating an outside task force comprised of inter-agency staff who would work with program evaluators, program managers, and data managers to prioritize projects for evidence-based analysis and evaluation.
- **Ryan-Murray Commission:** The new Administration should give careful consideration to the recommendations offered by a bipartisan commission looking into improving the use of data and evidence to improve federal program strategies.

## PROACTIVELY ENGAGE CONGRESS ON OVERSIGHT HEARINGS ON PROGRAM PERFORMANCE

Congress rarely holds hearings on the effectiveness of government programs – and prefers to focus on high-profile or ‘gotcha’ hearings on a handful of programs. Without fail, every Administration faces Congressional scrutiny and political appointees see Congressional oversight as a threat.



“The President should make every Cabinet Secretary identify their goals and key metrics that they are going to meet with the President or key people in the White House quarterly and they ought to be in multiple dimensions. It ought to be on outcomes. It ought to be on return on spending. It ought to be on fairness. It ought to be on interaction, quality – as customer service people like to say. And it ought to be on risk like unwanted side effects or unwanted incidents.”

– *Panelist, January 2016*

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The new Administration can either continue this cycle or consider changing the narrative from day one. The new President should consider challenging Congress to expand oversight of federal programs and each agency should suggest oversight topics, priorities, and even lines of questions.

The new President should make it clear: constructive and meaningful Congressional input on and oversight of federal program performance is needed. One way to achieve this is to amend House and Senate rules to require Congressional hearings each year on the performance of a certain percentage of federal programs under the committee's jurisdiction. The GAO, working with agency IGs, could present the top 3 performing programs and the bottom 5 or 10 performing programs under the committee's jurisdiction. While you cannot legislate Congressional interest the performance of all programs, a specific oversight initiative like the one described here might get the ball rolling.

## ENGAGE THE PUBLIC THROUGH PERFORMANCE.GOV

Performance information is useful when it is transparent to the public – and it can be exponentially more useful if you allow customers and stakeholders to react and comment.

The new Administration build on the initial resource of Performance.gov to create a single platform where all federal program performance information can be accessed – including performance measurements, program evaluations, evidence-based research, agency data sets, expenditure information, etc. For each major performance goal of the government, a single “initiative owner” should be listed – along with contact information.

In addition, the Administration should consider adding public rating and comment functions to Performance.gov modeled after Yelp or TripAdvisor – allowing the public to provide online evaluations and feedback on federal programs.

This section of the Transitions  
in Governance Agenda was  
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“So many of these issues require cross-agency power working together and there is a lot less of that.”  
– *Panelist, January 2016*

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## GOAL 3: ENTERPRISE TRANSFORMATION

### BREAK DOWN BARRIERS BETWEEN FEDERAL PROGRAMS THROUGH ENTERPRISE THINKING AND GOVERNMENT-WIDE SHARED GOALS

The level of duplication, fragmentation and overlap between government programs can be astounding and not only wastes limited taxpayer funds but often times reduces the effectiveness of federal government intervention on important societal issues. Moreover, from a policy execution perspective, having turf wars and federal programs working at cross-purposes can delay or derail new Administration policy proposals.

Duplication and overlap of federal programs continues because the Administration and Congress cannot agree on a process for evaluating programs that work, reforming programs that don't work, and consolidating programs that overlap. The new Administration should consider two vehicles for transforming the structure of federal programs for improved efficiency and effectiveness:

- **Cross-Agency Goals:** Instead of waiting for Congress to act, the new Administration can achieve transformation and improved collaboration across federal programs in the same mission area by promoting enterprise thinking and establishing shared performance goals across programs. The Obama Administration has already established several cross-agency strategic goals government-wide using the Government Performance and Results Act Modernization Act.

Solid examples of success are already being seen with this approach – most notably the collaboration and initial transformation occurring between programs designed to help homeless veterans. Much more can and should be done using enterprise thinking and shared performance goals across programs in the same mission areas.

Taking a page from the Bush Administration's e-government priority initiatives, the new Administration may want to establish Transformation priority initiatives in a dozen or so mission areas with shared performance goals and policy strategies. Under the GPRA-MA law, the new Administration has a statutory requirement to set new cross-agency goals by 2018.

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"If you want to prevent another HealthCare.gov or something like that, there is one very simple thing you do: put one person in charge of the project and make sure they are held accountable for the success of that project."

*-Panelist, July 2015*

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- **The Commission Model:** Taking a page from the military base BRAC commissions, the new Administration and Congress may consider creating a commission to evaluate the performance of federal programs in achieving cross-cut goals with the purpose of consolidating programs and shifting funding to activities that demonstrate evidence of success.

The Commission would look at up to 10% of federal spending each year and its annual recommendations for program changes would be subject to an up-or-down vote by Congress without amendment. This proposal builds on the Government Transformation Act – which proposes a Transformation Board be established to assess federal programs and make recommendations for reform and efficiency.

## UTILIZE SHARED SERVICES AND MANAGED SERVICES TO TRANSFORM INTERNAL SUPPORT FUNCTIONS

Similar to the cross-agency performance goals for mission areas, the new Administration should embrace cross-agency transformation of management support functions through expanded use of shared services and managed services. Both of these vehicles are grounded in the notion that the federal government should focus its talent and energy on inherently governmental missions while looking to the private sector and specialists to handle support functions like information technology, facilities management, accounting, human resources support programs, etc.

In 2016, the Obama Administration created a Shared Services Governance Board at OMB and the Unified Shared Services Management Office at GSA to promote best practices for implementing shared services in the federal government. The new Administration should continue these efforts and impose accountability by establishing targets for each agency to utilize shared services.

A challenge still exists to fund shared services start-up costs up-front while showing savings over the long term. The new Administration may want to consider the use of a revolving fund to account for investments and savings and make use of a provision in the Appropriations Act of 2016 that allows for up to \$15 million to be transferred between federal agencies involved in cross-agency efforts.

## CONTINUE INNOVATION HUBS AND COMPETITIONS

Innovation and transformation in government requires an ongoing process of analysis, research and support. Several federal agencies have established special units for transformation and innovation – such as the GSA's 18F initiative. These units can work with federal programs to re-think how they operate and assist with behavioral studies, program evaluations, and more.

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It is important, however, that when utilizing these centralized hubs that agency leaders make it a priority to achieve innovation in all programs working with/through the hub. Innovation cannot be placed in some side unit – it must permeate the entire organizational structure and culture. Cross-program staffing of the hub can help break down those barriers and foster culture change.

Many innovation and transformation ideas can come from outside a federal agency – from customers, program partners, private industry, researchers, and stakeholders. The Obama Administration began using competitions and currently uses platforms like Challenge.gov to seek outside ideas. To incentive those on the outside, the new Administration should continue and expand the use of Challenges or Prize Contests where people are rewarded for submitting ideas that improve performance or save money within government programs.

## IMPROVE CITIZEN ENGAGEMENT AND CUSTOMER SERVICE

Best-in-class companies focus on finding and listening to the voice of the customer. Similarly, the federal government must do better at engaging citizens and serving customers better. While many federal agencies are delivering services online, they have yet to fully realize the potential of Digital Government to improve citizen engagement and customer service.

Most agencies of the federal government continue to receive low marks in national American Customer Satisfaction Index (ACSI). The last time customer service received attention in a meaningful way was during Bill Clinton's National Performance Review. The new Administration should require every federal agency consider customer satisfaction studies to review and transform how they provide their services to the American people. In addition each federal agency should include performance goals and measures on customer satisfaction.

One big barrier to customer satisfaction management in government continues to be a flaw in the Paperwork Reduction Act which makes it difficult for federal agencies to even ask customers their opinion on service. The new Administration should work with Congress to carve out a narrow exemption from the PRA for customer service surveys.

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"It is not just about program management job series. It is about fusing program management into the CIO world in a much better way."

–Panelist, January 2016

## ADOPT A DIGITAL GOVERNMENT AGENDA

The Bush Administration came into office with a set of e-government initiatives. At the time some agencies only had a small website with basic contact information and a few links. That's why the Bush e-government agenda focused on getting the federal government to deploy more services online starting with a few high profile ones. The world has radically changed since those early e-government initiatives but the federal government has struggled to embrace these changes.

The new Administration should articulate a new generation approach to digital government that emphasizes initiatives that are:

- **User-based:** The new Administration should review all IT business cases to ensure that digital applications and solutions are developed from the customer's perspective, not from government's traditional practice. The Digital Government Agenda should explicitly seek to step outside of the fragmented and overlapping program structure of the federal government that currently impedes good customer service and citizen engagement. A digital government agenda can leap the current program structure to design interfaces that reflect user expectations and needs.
- **Mobile:** Government services should be deployed online using a mobile-first approach and available anywhere, anytime, on any device.
- **Shared Platforms:** To jump-start its digital agenda, the new Administration should identify a handful of priority customer interface points that it can use to co-locate and integrate a wide range of federal services. Instead of simply building federal-government-only platforms, the new Administration should openly emphasize partnerships with the state and local government, private industry and non-profit sectors who have their own platforms of services that reach millions of potential customers.
- **Agile:** Digital projects should be designed, managed and built using the iterative, incremental Agile method.



"We finally have gotten to a point where the connection between IT and mission is much clear and understood at the highest levels of government."

– *Panelist, July 2015*

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It is not enough to simply talk Digital Government and issue broad guidelines. Digital Government is best done project-by-project using the principles above. Borrowing from the Bush Administration approach, the new Administration should solicit ideas from each federal agency and from the private sector to frame a handful of Digital Government Initiatives – with emphasis and priority made on projects that cut across agencies, levels of government, and sectors of society.

## IT CONSOLIDATION AND REDUCTION OF OUTDATED LEGACY IT SYSTEMS

The new Administration can find savings within the existing IT budget and within program budgets to finance its aggressive Digital Government Agenda. Indeed the Federal Information Technology Acquisition Reform Act (FITARA) gives federal CIOs more authority and involvement in budget and contracting decisions related to information technology issues. Passage of the law gives the Administration new tools to manage transformation of federal agencies using information technology, but aggressive implementation and oversight of this law is required.

In first two years, the new Administration should focus first on consolidation (within agencies and across agencies) of IT systems, data centers (migration to the cloud) and procurements – to produce savings within IT portfolios that can be reinvested in priority IT projects.

In addition, the wasteful and risky problem of outdated legacy IT systems must be addressed. Almost 75 percent of an agency's IT expenditures are allocated to supporting and servicing legacy systems that are no longer relevant – nor secure. The new Administration should require every agency to identify their legacy systems within six months and then commit to transitioning from those systems within 24-36 months. The specific transition goal should be set for each agency through negotiation with OMB.

Implementation of the Shared Services and Managed Services reforms above will assist in achieving results under this initiative.

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The Deloitte logo, consisting of the word "Deloitte" in a bold, blue, sans-serif font, followed by a small green dot.

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"The civil service system is still designed and equipped for the workforce of the 1950s. All the rigidities are built into it – there is no agility."  
–Panelist, November 2015

## GOAL 4: FEDERAL WORKFORCE ENGAGEMENT

### EXPAND EMPLOYEE REWARDS AND PAY-FOR-PERFORMANCE SYSTEMS

The best way to improve government performance is to engage program managers and rank-and-file employees. As previous employee performance management efforts have not necessarily lived up to their potential and the private sector seems to be moving away from traditional performance reviews, a consensus has not emerged on what vehicle should be used in the next Administration. Some options exist.

- **Employee Performance Evaluation Systems:** Attempt again to require every manager (and possibly every employee) be measured in their position based on performance goals.
- **Non-Financial Reward Systems:** As an alternative to or companion to performance evaluation systems for all employees, create a robust employee recognition and reward initiative.
- **Financial Reward Systems:** If financial rewards are used, the Administration may want to take decisions for those rewards outside of the agency and provide for a third-party validation entity. To buffer criticism that bonuses are being given out at taxpayer expense, consider partnering with foundations in each mission area of government who could pledge funds to reward federal employees.
- **Reform Promotions:** Eliminate Within Grade Increases (WIGI) based on tenure or time and require a performance justification be made by an employee's supervisor.

### IMPROVE EMPLOYEE ENGAGEMENT IN PERFORMANCE MANAGEMENT

Performance management and improvement is seen currently as a compliance chore – not as a management tool that senior managers and line employees engage in daily. The Administration should place a priority on employee engagement efforts – including training, employee feedback, internal communications, etc. to improve the level of participation line employees and managers have in the selection and use of performance measures.



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## EXPAND HIRING FLEXIBILITIES USING EXISTING PROVEN PROGRAMS

The federal government should aggressively use short-term assignments by federal employees in the private sector to build skills – while attracting private-sector innovators into the government for short-term periods of time to solve problems.

- **Presidential Innovation Fellows:** Established in 2012, the Presidential Innovation Fellows (PIF) program is a competitive fellowship program housed at GSA's 18F initiative that pairs top innovators from the private sector, non-profits, and academia with top innovators in government to collaborate on solutions that aim to deliver significant results in months, not years. It was established in 2012 and has operated continuously since then. The program has proved amazingly successful, offering a streamlined vehicle for hiring talent. Class sizes have been relatively small – the next Administration should greatly expand class sizes and placement across government.
- **Intergovernmental Personnel Act – Expanded Authority for Streamlined Private Sector Hires:** Agencies have existing authority to share staff across the federal government and in very limited cases with the non-profit sector. The IPA should be expanded to allow for streamlined hiring (perhaps for up to 3 years) of private sector innovators who would be hired to solve clearly defined problems within a federal agency.
- **Pathways:** The Pathways program has been upheld by the courts to provide internships as a way to recruit short-term staffing for federal agencies. This program should be expanded – consistent with the court's ruling.

## HOLD A COORDINATED RECRUITMENT SURGE – INFORMATION TECHNOLOGY AND ACQUISITION FUNCTIONS SHOULD GET PRIORITY

While many new Administrations have the goal of cutting the size of the federal workforce, like any business there are actually areas where the federal government lacks the necessary workers to carryout mission-critical functions.

In the first six months of the Administration, use existing Presidential authority to bypass existing hiring mandates to launch a 90-day “Recruitment Surge” for two skill sets: Information Technology and Acquisition.

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“MSPB put out a report showing in 99 percent of problem cases the probationary period is not being used effectively by many supervisors.”

–*Panelist, November 2015*

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Under this 90-day campaign, all federal agencies would combine efforts to recruit individuals fitting the desired skill sets in each function – with hires then eligible to work for any federal department. The Recruitment Surge would be marketed in the media to drive attention, with federal recruiters simultaneously deployed around the country and on a web interface to solicit applications. A cap broken down by FEB board area would be placed on the number of hires to be made during the 90-day period.

After the surge, the GAO would be tasked with evaluating the effectiveness of the recruitment drive and offering recommendations for improvements – or use of the method for other skills areas.

## REQUIRE A 3-5 YEAR PROBATIONARY EMPLOYMENT PERIOD

Currently federal employees receive merely a one-year probationary employment period and on day 366 they are automatically (without action from their supervisor) afforded permanent status. This current policy (which is not enshrined in law and can be administratively changed) encourages a passive approval of employees who later present performance problems.

The Administration should extend the probationary period to 3-5 years and require a pro-active certification by a manager that a probationary employee should be granted permanent status. If an employee is not certified by the 3-5 year point, the employee would be automatically terminated.

## REFORM/ELIMINATE OFFICE OF PERSONNEL MANAGEMENT

Wide-spread dissatisfaction exists on the role of the Office of Personnel Management (OPM). Some suggest reforms be implemented to streamline the agency and focus OPM on value-added roles. Others believe OPM should be abolished with functions assigned to other agencies – and savings used to bolster management assistance to federal agencies on core HR capabilities.

The new Administration should not assume that OPM as it exists today is the right structure for the future of federal workforce management. A solid Management Agenda should answer the question: What should be done with OPM?

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“Oftentimes a front line manager might want to do something, but they’re not going to get the support from either HR or their general counsel office or their managers above them to actually effectuate those actions.”  
–*Panelist, November 2015*

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## CONSIDER ALTERNATIVE BENEFITS PACKAGE

Some millennial federal employees have expressed dissatisfaction with the current one-size-fits-all federal employee benefits package. The new Administration should consider allowing new hires to opt out of the current federal employee benefits package and enroll in a defined contribution 401K account. Millennials may not see a defined benefit program as a plus and prefer more flexibility and portability in their benefits.

## REPLACE THE GS SYSTEM WITH BANDS, TIERS OR BLS LOCALITY BENCHMARKS

The old GS system was built for the 1950s and overpays or underpays staff. Be the Administration that finally fixes the pay system. The BLS Locality Benchmarks offer a solid comparison to each locality's pay in the private and non-profit sectors – as well as a number of other local compensation data sets.

## STRENGTHEN WHISTLEBLOWER PROTECTIONS

Whistleblowers can raise important issues that lead to substantial reform. The new Administration should consider implementing the same whistleblower protections for federal employees that private sector employees in government contractors have.

## IMPROVED PROJECT AND PROGRAM MANAGEMENT CAPABILITIES OF THE FEDERAL WORKFORCE

The House and the Senate have passed the Program Management Improvement and Accountability Act to improve the program management capabilities of each federal agency. Pending final passage, the new Administration should create a specific job classification in Program Management – along with clearly defined core competencies – that federal employees can train for and aspire to.

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"Foundation giving is around \$200 billion a year – corporate philanthropy is roughly another \$40 billion. There is little coordination between the federal government and these foundations – most of this money is totally disconnected from the evidence-based conversation."

– *Panelist, September 2015*

## GOAL 5: PARTNERSHIPS AND ACQUISITION

### MAKE PARTNERSHIPS AND ACQUISITION PART OF POLICY FORMULATION

Delivering improved results for the American people will not occur if only the federal government is involved. Indeed, improved results and solutions require partnerships between the federal government and the private and non-profit sectors.

Unfortunately, the current culture too often presumes only the federal government can fix things or treats the private sector with suspicion. Worse, when government does embrace the private sector or non-profits for solutions, it too often focuses on avoiding risks versus solving problems and achieving the mission.

The new President should state clearly that better results can only be achieved if the private sector and non-profit sectors are embraced and engagements with them based on getting to results. Moreover, the Administration should encourage federal agencies to make full use of existing flexibilities within the Federal Acquisition Regulation (FAR) to do more performance-based contracting, managed services, and consumption-based buying.

### EXPAND “PAY FOR SUCCESS” INITIATIVES

A Social Impact Bond, also known as a Pay for Success Bond or a Social Benefit Bond, is a contract with the public sector in which a commitment is made to pay for improved social outcomes that result in public sector savings.

The Obama Administration and Congress have already expressed significant interest in using these vehicles to transform how the federal government achieves results. That initial investment in Pay for Success Initiatives needs to be expanded, and the new Administration and Congress should commit a certain dollar-value or percentage of funds spent on a broad goal using these vehicles. The Social Impact Partnership Act is a good start for these Initiatives, but the incoming Administration can reform existing vehicles (such as OMB A-87) to encourage Pay for Success efforts.

- **Priority Initiative Model:** Similar to the priority E-Government Initiatives launched by the Bush Administration, the Administration may want to consider identifying 10 high profile Pay for Success Initiatives. In partnership with individual Members of Congress, select up to 10 “innovation pilots” in each of the 10 Pay for Success Initiatives. A total of 100 experiments would be launched simultaneously, with 100 Members of Congress personally involved in their districts.

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- **Foster Alignment with Foundations:** Explicitly mandate that each federal department reach out to foundations and philanthropists in their mission area to foster agreement on shared goals and strategies for funding innovation – and report back on how much capital has been stimulated for innovative experiments in programs through these efforts. Consider memorializing non-binding agreements between federal agencies and foundations on how federal and private funds can leverage each other.

## STREAMLINE THE ACQUISITION PROCESS AND FOCUS ON OUTCOMES IN GOVERNMENT CONTRACTS

Federal acquisition and contracting managers agree: the current federal acquisition and contracting process is broken. That is high-risk for the federal government because it spends almost \$500 billion a year on contracts to buy goods and services. The problem is not rooted in lack of legislative flexibility or authority. The problem is largely cultural – a fixation on process, procedure, and risk avoidance.

The new Administration must address Acquisition Reform from day one with the following:

- **Performance-based Contracting:** Emphasize performance-based contracting particularly for services using a best value/cost-technical trade-off (CTTO) pricing model. Prioritize use of Statements of Objectives over technical Statements of Work.
- **Innovation Flexibilities:** Include an emerging technology or innovation provision in solicitations – particularly those dealing with IT – that allow vendors to utilize new technology or solutions during performance provided that the outcome is achieved.
- **Market-Based Acquisition:** In many cases, Federal Acquisition Regulations inhibit or outright prohibit the use of contracting approaches and solutions used widely in the private sector. In other cases the FAR allows for the use of these innovations but federal contracting officers are too afraid to use them.
- **Streamline Regulations:** Executive Orders over the years have created an overly-complicated contracting process. The new Administration should consider reforms being developed by the Section 809 Panel at the Department of Defense as well as work with the civilian Chief Acquisition Officers to identify ways to streamline the process. There are a number of easier routes to achieve

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“You have a certain level of accountability in the private sector certainly, but nothing like what it is in the government where every action is relooked at, second guessed, reviewed, audited, so that you get people being very risk averse.”

– *Panelist, March 2016*

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want regulations are designed to achieve. For example, to improve access to federal contracts by small businesses, minority-owned and veteran-owned businesses, consider cutting red tape that currently inhibits prime contractors from using sub-contractors.

- **Intellectual Property:** Current rules and practices in federal acquisition undermine intellectual property protections for contractors doing business with the federal government. To fix this problem, the new Administration should consider a number of proposals offered by industry or even the approach outlined in the Agile Acquisition Act proposed by Rep. Mac Thornberry.

The new Administration should explicitly embrace greater communication and collaboration between federal acquisition personnel and the private sector to understand commercial practices better. Create a set amount of contracting spend (e.g. 15%) that can be done through a Market-Based Acquisition provided that the program manager and the contracting officer concur and the contract reflects a practice used in the private sector and the contract can result in the same or better performance.

## ENGAGE STATE AND LOCAL GOVERNMENTS IN THE MANAGEMENT AGENDA

A tremendous number of federal programs and expenditures involve implementation by state and local governments. Improving performance in these programs requires state and local partners to not only buy-into the performance measures being used, but the development of capacities for managing and improving performance. To foster that buy-in and build performance capacity, the new Administration should include a state/local element in its management agenda. In addition to building capacity and dialogue, OMB should push to increase the use of evidence-based analysis and performance information used in awarding state and local grants – so awards are not strictly made based on formula.

As a way to encourage more participation by states and localities, this office would also look for ways to reduce paperwork and reporting burdens in exchange for using performance- and evidence-based information.

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“In most of these markets, government is the biggest buyer, so the government could actually do a lot of disruptive innovation through its purchasing power if it changed how it purchased things.”  
– *Panelist, March 2016*

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## GOAL 6: RISK MANAGEMENT

### ADOPT A FRAMEWORK FOR ENTERPRISE RISK MANAGEMENT

While there is risk in every human undertaking, effective risk management is about identifying the highest risks facing your organization and attempting to mitigate them. While the corporate world has long implemented enterprise risk management methodologies, the federal government has not. Indeed the federal government reacts to problems after risk has turned into reality.

The new Administration should include a risk management element in its Management Agenda. To jump-start the process of enterprise risk management at each agency, consider requiring the identification of the top three risk areas at each agency and the formulation of a plan to mitigate and manage the risks.

In addition to prioritizing risks at each agency, the new Administration must tackle two government-wide risks: improper payments/fraud and IT Security.

### REDUCE IMPROPER PAYMENTS AND FRAUD

One of the biggest areas of risk continues to be financial risk with improper payments – typically exceeding over \$100 billion annually in benefit programs, contract payments, etc.

Since the passage of the Government Waste Corrections Act in 1998, a number of initiatives and laws have been launched to reduce improper payments at federal agencies. Data analytics have given federal agencies powerful new tools to identify program risks and weaknesses that give rise to improper payments. The new Administration's Management Agenda should include a specific financial goal for reducing improper payments.

### IMPROVED IT SECURITY

Cyberattacks against federal agencies have already resulted in great embarrassment and damage. There is no doubt that additional cyberattacks will be attempted in the new Administration with the goal of inflicting even more damage. The new Administration faces great risk on this issue and should proactively make IT security a prominent part of its Management Agenda.

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"We should create an independent agency that reports jointly to Congress and the President that has an unambiguous mandate to make sure the security of our nation's infrastructure is paramount in the public and private sector."

– *Panelist, July 2015*

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Some progress has already been made with existing initiatives such as HSPD-12, TIC/Einstein, patching, encryption, CDM, etc.

Unfortunately, much more must be done.

- **Improved Governance for IT Security:** The new Administration must establish clear lines of responsibility and authority to formulate and execute a serious IT security strategy. Three key ingredients should be addressed:
  - › **Oversight and Sanctions:** The Department of Homeland Security has lead in dealing with civilian agency cyber security. Without access to sanctions, DHS' role will be limited. The new Administration should empower DHS, with OMB concurrence, to sequester a percentage of all IT funds of an agency that is not in compliance with IT security mandates.
  - › **Implementation:** Within each agency, responsibility for IT security cannot be separated from IT management. IT Strategy is best centralized under the CIO, with the Chief Information Security Officer (CISO) reporting directly to the CIO.
  - › **Investigations:** When it comes to investigating and recovering from IT security breaches, the truth is even large federal Departments struggle - and smaller departments are in even worse shape. The Administration would be wise to centralize the investigation and recovery effort for IT security breaches of federal agencies within the Department of Homeland Security – or alternative centralized unit. In addition, the Administration should impose uniform reporting requirements for contractors when reporting data breaches.



"I'm a little concerned that I have limited resources around cyber security and I spend a lot of time not fixing the problem but reporting on the current state. I'd like to see a re-balancing of that."

–Panelist, July 2015

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- **Improved Identity Management:** One of the biggest weaknesses in the federal government is rooted in poor identity management both digitally and physically at government facilities. The Administration should emphasize standards and best practices for identity management and hold agencies accountable for compliance.
- **Continuous Monitoring:** Cyber threats are constantly evolving. Point-in-time certifications are insufficient to protect federal agencies. The new Administration should develop an aggressive approach for continuous monitoring and evaluation.
- **Legislation on Cyber Liability:** Cyberattacks do not respect bureaucratic boundaries – they can strike federal, state or local systems or enter through private sector systems. Working with experts in the technology industry and privacy advocates, the Administration should articulate legislative changes to address liability protection for companies that share information as well as protect citizens before and after cyber attacks.
- **Improved Congressional Cyber Capacity:** Propose the restoration of the bipartisan Congressional Technology Assessment Board with a specific mandate of examining this issue and reporting to Congress.

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“According to survey respondents, CIOs and CISOs view cybersecurity as both their top priority and challenge.”

–*CIO Survey 2016, the Professional Services Council*

## ADDITIONAL RESOURCES

### TRANSITIONS TOWN HALL TRANSCRIPTS

The full transcript of each Town Hall Dialogue held as part of the Transitions In Governance Project are posted online at [Transitions2016.org](http://Transitions2016.org). The transcripts provide an in-depth view on the progress made on each federal management issue as well as lingering problems and challenges the new Administration will confront.

### COALITION RESEARCH AND EDUCATION PROGRAMS

Each coalition member that supported this project have policy papers and educational resources available to the incoming appointees of the new Administration.

The Performance Institute  
[performanceinstitute.org](http://performanceinstitute.org)

Partnership for Public Service  
[ourpublicservice.org](http://ourpublicservice.org)

National Academy of Public Administration  
[napawash.org](http://napawash.org)

Federal Times  
[federaltimes.com](http://federaltimes.com)

America Forward  
[americaforward.org](http://americaforward.org)

Professional Services Council  
[pscouncil.org](http://pscouncil.org)

Data Transparency Coalition  
[datacoalition.org](http://datacoalition.org)

The Public Sector Consortium  
[public-sector.org](http://public-sector.org)

AGA – Association of Government Accountants  
[agacgfm.org](http://agacgfm.org)

Reason Foundation  
[reason.org](http://reason.org)

Coalition for Evidence-Based Policy  
[coalition4evidence.org](http://coalition4evidence.org)

Results for America  
[results4america.org](http://results4america.org)

Federal News Radio  
[federalnewsradio.com](http://federalnewsradio.com)

Senior Executives Association  
[seniorexecs.org](http://seniorexecs.org)

Government Executive  
[govexec.com](http://govexec.com)

Young Government Leaders  
[younggov.org](http://younggov.org)



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