

# Government Performance Management Week

Increase the Strategic Alignment of Resources and Programs to Improve Results



## Featuring Three Interactive Courses:

### Course 1: Strategic Planning

Create clearly defined end outcome goals and develop strategies to meet organizational objectives

### Course 2: Performance Measurement

Learn how to use organizational goals and objectives to develop appropriate performance measures

### Course 3: Performance-Based Budgeting

Implement budget-performance integration to ensure resources are being used and allocated effectively

Earn up to 25 CPE Credits

[www.PerformanceWeb.org/Management](http://www.PerformanceWeb.org/Management)

## Who Should Attend:

- Directors of Strategic Planning
- Program Managers
- Program Analysts
- Budget Officers
- Performance Analysts

## Top 5 Reasons to Attend:

1. **Learn** how to use the performance measures your organization has generated
2. **Discover** how to ensure strategic initiatives stay on track
3. **Align** your program mission and performance measures for greater results
4. **Examine** which programs are the best use of agency resources
5. **Overcome** challenges in performance-based budgeting

## Agenda-at-a-Glance

### Day One: Monday, July 20, 2009

#### Course 1: Strategic Planning

8:30	Conference Registration and Continental Breakfast
9:00	Step 1: Connect Strategic Planning and Organizational Results
	Step 2: Identify the Seven Strategic Elements of Results Oriented Agencies
12:00	Lunch Break
1:00	Step 3: Evaluate Strategy and Assess Stakeholder Involvement
	Step 4: Conduct the Strategic Planning Process
4:00	Day One Adjourns

### Day Two: Tuesday, July 21, 2009

8:30	Continental Breakfast
9:00	Step 5: Implement and Manage Strategic Plans: Best Practices in Government Strategic Planning
12:00	Lunch Break

#### Course 2: Performance Measurement

12:30	Conference Registration
1:00	Step 1: Measure Performance for Results
	Step 2: Identify Characteristics of Effective Performance Management Systems
4:00	Day Two Adjourns

### Day Three: Wednesday, July 22, 2009

8:30	Continental Breakfast
9:00	Step 3: Understand Logic Models
	Step 4: Identify Outcomes and Intermediate Outcomes
12:00	Lunch Break
1:00	Step 5: Develop Measures and Metrics
	Step 6: Narrow Casting and Targeting
	Step 7: Manage through Measures
4:00	Day Three Adjourns

### Day Four: Thursday, July 23, 2009

#### Course 3: Performance-Based Budgeting

8:30	Registration and Continental Breakfast
9:00	Performance-Based Budgeting: Formulate, Justify and Execute
	State of Practice in Performance Budgeting: Evaluating the Different Types of Performance-Based Budgets
12:00	Lunch Break
1:00	Create a Performance-Based Budget: A Seven-Step Process to Integrate Performance and Budget Information
4:00	Day Four Adjourns

### Day Five: Friday, July 23, 2009

8:30	Continental Breakfast
9:00	Align Resource Consumption With Agency Goals and Objectives
12:00	Lunch Break
1:00	Track, Monitor and Evaluate Program Spending
	Overcome the Challenges of Implementing a Performance-Based Budget
4:00	Conference Adjourns



“The instructors  
are very  
knowledgeable.”

Daphne Thornton,  
Management and Program Analyst, FEMA



## Monday, July 20, 2009

Course One

### Strategic Planning

8:30

Conference Registration and Continental Breakfast

9:00

#### Step 1: Connect Strategic Planning and Organizational Results

- Discover why traditional strategic planning processes often fall short of delivering results
- Identify the characteristics and requirements of successful strategic plans, planning processes and implementation
- Receive updates on the latest government performance mandates

#### Step 2: Identify the Seven Strategic Elements of Results Oriented Agencies

- Establish clear linkages to provide a visible chain of evidence to current agency value
- Measure the importance and relative impact of agency strategies
- Clearly communicate agency priorities and goals to all stakeholders

12:00

Lunch Break

1:00

#### Step 3: Evaluate Strategy and Assess Stakeholder Involvement

- Conduct a SWOT analysis to analyze internal and external factors
- Solicit stakeholder input for your strategic planning process
- Identify all parties impacted by adopting new strategies and define a way to engage stakeholders

#### Step 4: Conduct the Strategic Planning Process

- Develop results-oriented strategies to achieve departmental outcomes
- Develop statute-based mission statements and customer focused values
- Assess internal & external factors affecting agency's delivery of outcome

4:00

Day One Adjourns

Tuesday, July 21, 2009

Course One, Continued

## Strategic Planning

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8:30  
Continental Breakfast

9:00

### Step 5: Implement and Manage Strategic Plans: Best Practices in Government Strategic Planning

- Conduct an organizational readiness assessment to target barriers to change
- Define role for and appoint an external performance advisory panel
- Appoint initiative owners to keep strategic initiatives on track

12:00  
Lunch Break

Course Two

## Performance Measurement

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12:30  
Conference Registration

1:00

### Step 1: Measure Performance for Results

- Understand why you should measure performance in your agency
- Implement the four criteria of effective performance measurements systems
- Illustrate the linkages between daily activities and outcomes

### Step 2: Identify Characteristics of Effective Performance Management Systems

- Understand the 8 critical success factors for effective performance management systems
- Increase data availability and make sure the data is readily accessible
- Manage and Analyze data in a uniform and consistent manner

4:00  
Day Two Adjourns



Wednesday, July 22, 2009

Course Two, Continued

## Performance Measurement

8:30  
Continental Breakfast

9:00  
**Step 3: Understand Logic Models**

- Define the relationship between outcomes, measures, activities, outputs and inputs
- Develop a framework and a process for planning, management and evaluation
- Provide a structure for understanding the situation that drives the need for an initiative

**Step 4: Identify Outcomes and Intermediate Outcomes**

- Develop end outcomes that are grounded in mission and statute and that assess progress toward strategic goals
- Measure only the things you can count rather than things that are strategically important
- Use the SMART framework to develop effective outcomes

12:00  
Lunch Break

1:00  
**Step 5: Develop Measures and Metrics**

- Create meaningful measures useful for decision makers and other stakeholders
- Develop clear measures that tells your departments story
- Create relevant measures that do not become obsolete too early

**Step 6: Narrow Casting and Targeting**

- Set targets for your chosen measures
- Establish desired results within a specific timeframe
- Understand the four attributes of a quality target

**Step 7: Manage through Measures**

- Use measures to manage and motivate employees
- Manage your budget based on performance measures
- Develop performance-based statements of works to manage contracts

4:00  
Day Three Adjourns





“The instructors know the subject matter. They are experts in the field.”

Monica Leonard,

Public Health Advisor, Centers for Disease Control and Prevention



## Thursday, July 23, 2009

Course Three

### Performance-Based Budgeting

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8:30

Continental Breakfast

9:00

#### Performance-Based Budgeting: Formulate, Justify and Execute

- Learn the key components to formulate, justify and execute your performance-based budget
- Identify the characteristics of results-oriented justification
- Learn how to do more with less during times of financial constraint

#### State of Practice in Performance Budgeting: Evaluating the Different Types of Performance-Based Budgets

Understand the different ways that you can present performance information in a budget:

- Example 1: Traditional Activity-Based Budgets
- Example 2: Strategic Plan Summary with Traditional Activity-Based Budget
- Example 3: Cross-Walking Between Budget and Performance Plan
- Example 4: Integration of Performance Plan and Budget
- Example 5: Forecasting Performance for Different Budget Levels

12:00

Lunch Break

1:00

#### Create a Performance-Based Budget: A Seven-Step Process to Integrate Performance and Budget Information

- Step 1: Develop/Align to Strategic Plan (Mission, Outcomes, Strategies)
- Step 2: Determine Outputs (By Program) for Each Strategy
- Step 3: Define Activities to Deliver Outputs
- Step 4: Calculate Full Costs (Direct/Indirect for Each Output)
- Step 5: Identify Cost Efficiency Improvements
- Step 6: Set Performance Targets (Revise after Budget Finalization)
- Step 7: Presentation of the Budget Justification

4:00

Day Four Adjourns

## Become

### A Certified Government Performance Manager:

#### Advance Your Career

Education and professional certification are becoming necessary for promotion and requirements for coveted positions. In the Certified Government Performance Manager program, you will acquire the skills and tools to make you the lead performance management resource for your organization.

#### Meet New Certification Requirements

To hold a position as a performance manager in government you must demonstrate compliance with new skills sets required by OMB and Congress. Receiving your certificate is one key way to demonstrate your skills.

#### Customize a Program to Fit Your Needs

Working with Institute training managers, you can select courses that will have direct application and impact to your work.

For more information about certification, please contact Damian Wingate at 703-894-0481 x228 or email him at [Wingate@PerformanceWeb.org](mailto:Wingate@PerformanceWeb.org)

Friday, July, 2009

Course Three, Continued

## Performance-Based Budgeting

8:30

Continental Breakfast

9:00

### Align Resource Consumption With Agency Goals and Objectives

- Analyze your program's mission and identify duplicative programs that are a misuse of resources
- Evaluate budgetary alignment with program goals as outlined in the strategic plan
- Improve the dialogue between the resource requestor (your agency) and the resource appropriator (Congress)

12:00

Lunch Break

1:00

### Track, Monitor and Evaluate Program Spending

- Examine where your budgetary resources are going
- Monitor your program spending to see if your resources are being used effectively
- Justify program spending by showing how your resources are contributing to the mission of your agency

### Overcome the Challenges of Implementing a Performance-Based Budget

- Discover why performance-based budgets are sometimes hard to execute
- Learn strategies to overcome barriers in performance budgeting
- Examine ways to hold multiple actors accountable for jointly produced results

4:00

Conference Adjourns

“The instructor had a lot of experience to apply in teaching this course and was enthusiastic about the subject matter.”

Alex Phounsavath,  
Management Analyst, Department of  
Homeland Security



## About the Trainers

### Jon Desenberg, Consulting Director, The Performance Institute

Jon Desenberg brings more than 14 years of public sector experience to his current position with The Performance Institute, specifically in the fields of performance management, strategic planning, knowledge management and IT Program Planning. As Managing Director, he successfully led the United States General Services Administration's (GSA) Performance Management program, which ultimately resulted in the largest single enterprise-wide performance program in the Federal government, with aligned goals and measures cascading to all 13,000 employees. Jon has spoken extensively on Strategic Planning, Workforce Development, Project Management, Knowledge Management and Performance Metrics to groups in the United States, Canada and Great Britain. He co-authored a textbook on Knowledge Management and Electronic Government that is available from Management Concepts Press.

### Wayne Simpson, Senior Fellow, The Performance Institute

Wayne K. Simpson founder is nationally recognized for his expertise in Activity Based Costing – Management. He was the former Activity Based Costing Coordinator for the City of Indianapolis. In this position, he managed, organized, and facilitated Activity Based Costing & Management efforts city-wide. This included training of city employees on ABC principles and application and working with Management and Union on using the ABC information to improve operations and prepare for managed competition.

A graduate of Purdue University, Mr. Simpson received his Bachelor of Science degree in Industrial Management and Accounting. He spent 13 years in the private sector, including 8 years with Dow Chemical, and had been with the City of Indianapolis for the past 20 years where his last position was CFO of the Department of Parks and Recreation.

Mr. Simpson had been involved in the city of Indianapolis' Activity-Based Costing and Management program since its beginning in 1992, which in addition became the foundation for the city's Performance Budget also known as the 'Popular Budget.' Wayne has also trained and consulted for various federal, university, city, county, and state organizations on activity based costing, management and budgeting.

He has written articles and book reviews for periodicals such as *The Government Accountants Journal* and *Government Finance Review*. He is regularly sought out as a reference and acknowledged in publications such as Coopers and Lybrand's *Activity Based Management in Government* and *Activity Based Management for Service Industries, Government Entities and Non-profit Organizations* by James Brimson and John Antos. He has also been quoted in periodicals and awarded special recognition describing the Indianapolis program and its use of Activity Based Costing such as American Productivity & Quality Center's 1997 report *Activity-Based Management II Best Practices for Dramatic Improvement*. He has conducted over 60 seminars, workshops, and presentations to numerous groups including Executive Enterprises, Institute for International Research, The Conference Board, Performance Institute, and the Government Finance Officers Association on activity-based costing, management, performance budgeting, and alternative service delivery options.

Mr. Simpson belongs to the Government Financial Officers Association (GFOA) and has served on its Government Budgeting and Fiscal Policy Committee. He also has been involved in the Association of Governmental Accountants (AGA). He is a Certified Government Financial Manager (CGFM).

## InnoGOV's Calendar of Events

### POLICY FORUMS

#### The 2009 Federal Performance Policy Forum

Insights and Ideas to Transform Federal Program Management  
May 6-8, 2009 | Arlington, VA

##### Program Highlights:

- Develop a performance-based framework to achieve program outcomes
- Apply an objective evaluation system to measure success
- Link program results to fiscal priorities for taxpayer transparency

**Designed for:** Strategic Planning Directors, Program Managers, Program Analysts, Directors, Commanders, Chiefs of Staff, Budget Officers, Performance Evaluators

#### The 2009 Federal Workforce Policy Forum

Insights and Ideas to Transform the Federal Workforce  
June 10-12, 2009 | Arlington, VA

##### Program Highlights:

- Strengthen organizational capacity through strategic recruitment, development and retention
- Determine the correct balance of contracted versus government-performed work
- Promote improved learning, communication and collaboration throughout government

**Designed for:** Chief Human Capital Officers, Human Capital Planning Staff, Human Resources Managers, Personnel, Workforce Planning Managers, Staffing Directors, Training Officers

### THE 2009 GOVERNMENT PERFORMANCE SUMMIT

#### Innovations in Government to Deliver Results to the American People

September 23-25, 2009 | Washington, DC

The Eleventh Annual Summit Features insights for program, budget, workforce, finance, IT and acquisition managers. Coming soon to [GovernmentPerformance.org](http://GovernmentPerformance.org).

#### The 2009 Federal Technology Policy Forum

Insights and Ideas to Transform Federal IT  
July 15-17, 2009 | Arlington, VA

##### Program Highlights:

- Emphasize the central role of technology to achieve citizen transparency and satisfaction
- Develop and maintain a collaborative, efficient and secure infrastructure
- Utilize new technology to promote an ongoing dialogue between citizens and their government

**Designed for:** Chief Technology Officers, Chief Information Officers, IT Managers, IT Directors

#### The 2009 Federal Financial Policy Forum

Insights and Ideas to Transform Federal Financial Management  
August 12-14, 2009 | Arlington, VA

##### Program Highlights:

- Link agency budgets with annual performance plans
- Communicate fiscal priorities to executive, legislative and citizen stakeholders
- Manage tight budgets in this new economic landscape

**Designed for:** Financial Managers, Chief Financial Officers, Fiscal Analysts, Accountants, Financial Management Analysts, Project Analysts, Budget Officers

## Sponsorship Opportunities:

As a conference and training provider, The Performance Institute is an expert in bringing together leaders to share and discuss best practices and innovations. We connect decision-makers with respected solution providers.

The Institute offers four different pre-designed sponsorship packages:

- Event Co-Sponsor
- Session Sponsor
- Luncheon Sponsor
- Exhibit Booth Sponsor

For more information on sponsorships or to get started, contact Jessica Ward at 703-894-0481 x 215 or [Ward@PerformanceWeb.org](mailto:Ward@PerformanceWeb.org)

## In-House Training

One of the more popular vehicles for accessing the Institute's educational offerings is the delivery of on-site trainings and management facilitations. Bringing a training or facilitation in-house gives you the opportunity to customize a program that addresses your exact challenges and provides a more personal learning experience, while virtually eliminating travel expenses. Whether you require training for your department or for an organization-wide initiative, the advanced learning methods employed by The Performance Institute will create an intimate training atmosphere that maximizes knowledge transfer to enhance the talent within your organization.

### Customization:

We realize that not all obstacles can be overcome by applying an "off-the-shelf solution". While many training providers will offer you some variation of their standard training, The Performance Institute's subject matter experts will work with you and your team to examine your programs and determine your exact areas of need. The identification of real life examples will create a learning atmosphere that resonates with participants while at the same time providing immediate return on your training investment. Using interactive exercises that employ actual projects or scenarios from your organization, instructors can address specific challenges and align the curriculum of each session to your objectives. While the majority of on-site trainings are focused on smaller groups, The Performance Institute also has the ability to accommodate organizational-wide training initiatives. Utilizing multiple instructors, The Institute has the capacity to deliver courses to groups of up to 300 participants per day.

### Areas of expertise:

On-site delivery of single courses, certification programs and entire packages of specialized courses are available in the following areas:

- Strategic Planning
- Performance Measurement
- Project Management
- Lean Six Sigma
- Workforce Management
- Performance-Based Budgeting
- Performance-Based Contracting
- Performance Reporting
- Program Evaluation
- Administrative Management
- Leadership and Change


For more information about in-house training options available to you, please contact Jennifer Mueller at 703-894-0481 x 217 or email her at [Mueller@PerformanceWeb.org](mailto:Mueller@PerformanceWeb.org).

# Government Performance Management Week

## Logistics & Registration

### VENUE & HOTEL

Government Performance Management Week will be held at The Performance Institute in Arlington, VA, just one block east of the Courthouse Metro stop on the Orange Line. A public parking garage is located just inside of the building.

 ● The Performance Institute  
1515 North Courthouse Rd., Suite 600  
Arlington, VA 22201  
703-894-0481

A limited number of rooms have been reserved at the Arlington Rosslyn Courtyard by Marriott at the prevailing rate of \$165 until June 21. This rate is based on the Government Per Diem and is subject to change. Please call the hotel directly and reference code "Government Performance Management Week" when making reservations to get the discounted rate. The hotel is conveniently located three blocks from the Rosslyn Metro station. Please ask the hotel about a complimentary shuttle that is also available for your convenience.

 ● Arlington Rosslyn Courtyard by Marriott  
● 1533 Clarendon Blvd.  
Arlington, VA 22209  
Phone: 703-528-2222 / 1-800-321-2211  
www.courtyardarlingtonrosslyn.com

### TUITION & GROUP DISCOUNTS

The tuition rate for the Government Performance Management Week is as follows:

	Early Bird Rate	Regular Rate
One Course	\$999	\$1199
Two Courses	\$1599	\$1799
Full Training	\$1799	\$1999

\*For the Early Bird Rate, register before May 11, 2009

For more information on group discounts for Budgeting Week for Government, please contact Damian Wingate at 703-894-0481 or email him at [Wingate@PerformanceWeb.org](mailto:Wingate@PerformanceWeb.org)

### CPE CREDIT



Delivery Method: Group-live  
Prerequisites: None  
CPE Credits: 25

Program Level: Beginner  
Advanced Preparation: None

The Performance Institute is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Nashville, TN 37219-2417. Website: [www.nasba.org](http://www.nasba.org)

#### Cancellation Policy:

For live events: The Performance Institute will provide a full refund less \$399 administration fee for cancellations four weeks before the event. If cancellation occurs within two weeks prior to conference start date, no refund will be issued. Registrants who fail to attend and do not cancel prior to the event will be charged the entire registration fee.

For webinars: The Performance Institute will provide a full refund less \$50 administrative fee for cancellations four weeks before the event. If cancellation occurs within two weeks prior to conference start date, no refund will be issued. Registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

All the cancellation requests need to be made online. Your confirmation email contains links to modify or cancel registrations. Please note that the cancellation is not final until you receive a written confirmation.

Payment must be secured prior to the conference. If payment is not received by the conference start date, a method of payment must be presented at the time of registration in order to guarantee your participation at the event.

#### Quality Assurance:

The Performance Institute strives to provide you with the most productive and effective educational experience possible. If after completing the course you feel there is some way we can improve, please write your comments on the evaluation form provided upon your arrival. Should you feel dissatisfied with your learning experience and wish to request a credit or refund, please submit it in writing no later than 10 business days after the end of the training to:

The Performance Institute: Quality Assurance  
1515 N. Courthouse Road, Suite 600  
Arlington, VA 22201

Note: As speakers are confirmed six months before the event, some speaker changes or topic changes may occur in the program. The Performance Institute is not responsible for speaker changes, but will work to ensure a comparable speaker is located to participate in the program.

If for any reason The Performance Institute decides to cancel this conference, The Performance Institute accepts no responsibility for covering airfare, hotel or other costs incurred by registrants, including delegates, sponsors and guests.

## REGISTRATION

1. ONLINE at [www.PerformanceWeb.org/Management](http://www.PerformanceWeb.org/Management)
2. VIA FAX to 703-894-0482
3. VIA PHONE to 703-894-0481
4. VIA MAIL to 1515 N. Courthouse Road, Sixth Floor  
Arlington, VA 22201

- Yes! Register me for Government Performance Management Week
- Register me for the following course(s) only: (choose one or two)
  - Course 1
  - Course 2
  - Course 3
- Please call me. I am interested in a special Group Discount for my team

### Delegate Information

Name \_\_\_\_\_ Title \_\_\_\_\_

Office \_\_\_\_\_ Organization \_\_\_\_\_





Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Telephone \_\_\_\_\_ Fax \_\_\_\_\_

Email \_\_\_\_\_

### Payment Information

- Training Form/Purchase Order
- Check (accepted by mail only)
- Credit Card    

Credit Card Number \_\_\_\_\_ Expiration Date \_\_\_\_\_

Name on Card \_\_\_\_\_ 3 Digit Card verification # \_\_\_\_\_

Billing Zip Code \_\_\_\_\_

Please make checks payable to: The Performance Institute

Priority Code: P707-WEB

#### Discounts

- All 'Early Bird' Discounts must require payment at time of registration and before the cut-off date in order to receive any discount.
- Any discounts offered whether by The Performance Institute (including team discounts) must also require payment at the time of registration.
- All discount offers cannot be combined with any other offer.
- Discounts cannot be applied retroactively

# About The Performance Institute

Called “the leading think tank in performance measurement for government” on OMB’s ExpectMore.gov, The Performance Institute has been a leader in Performance Management training and policy since the 2000 administration transition. As part of the Government Performance Coalition, a group of good government organizations, the Institute worked in 2000 to deliver recommendations to the then new administration on what would become the President’s Management Agenda.

In 2009, the Institute is leading Innovations in Government: From Transition to Transformation, or InnoGOV.org, a collection of forums, research and recommendations to bring insight and transformation to the federal government. The goal of InnoGOV.org is to centralize the importance of performance, accountability and transparency in government and to disseminate the leading best practices to government managers.

The Performance Institute has published several research reports regarding performance management initiatives and trains over 10,000 government managers per year on performance-based topics. Dedicated to improving citizen services and taxpayer transparency, the Institute uses a best-practices foundation to deliver the most effective and tested methodologies for improving performance.



For More Information, Visit Our Website at  
[www.PerformanceWeb.org](http://www.PerformanceWeb.org)