



Announcing AFFIRM's Latest White Paper

Emerging Issues Forum

Awards Luncheon

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Breakthrough Performance:

Why is it important? What will it take
to get there?

A Resource Paper
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The Participants

Moderators:

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Panelists:

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Glenn Perry, DOE

Victoria Proctor, House Staff

Carlos Solari, EOP

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The Basic Issue

- **To be a more responsive and cost-effective government, there is a perception it will be necessary to get to a level of breakthrough performance.**
- **Is this realistic? Is this achievable?**



Question 1

What is your definition of “breakthrough performance?”

Breakthrough performance is more than normal day-to-day operations. It is performance at an entirely higher order of magnitude, and is beyond where most federal organizations are today.



Question 2

**Why is breakthrough performance important?
What will it allow us to accomplish?**

Breakthrough performance enables federal agencies to make a leap in process, system and organizational improvements that are sometimes required to retain functions within the government.



Question 3

What should be the government's short- and long-term goals and targets to achieve breakthrough performance? What are your agency's goals? Who should own these?

In the short-term, personnel from different agencies should convene periodically to discuss breakthrough performance and share their experiences and lessons learned. In the long-term, agencies should focus on their enterprise architecture and other management tools.



Question 4

What is stopping you from implementing strategies for breakthrough performance — regulations, laws, leadership, vision?

The federal annual budget process is the real barrier to true breakthrough performance.



Question 5

What will it take to get to breakthrough performance? Has anyone in your organization used the agency's enterprise architecture or Federal Enterprise Architecture (FEA) to change business practices and breakthrough old practices?

The organization must look beyond its immediate goals to focus on the value they must provide to their customers, both inside and outside the agency — but most especially to the public.



Question 6

How should the strategies to accomplish breakthrough performance be communicated throughout your agency?

Communication of strategies and the progress in implementation must flow freely from the top of an agency to all employees, using a variety of communication vehicles.



Question 7

What can industry do to help?

Industry acquired resources must contribute as a full partner to the overall agency mission.



Conclusion

- **Breakthrough performance is not achieved by simply completing one specific task, but rather by completing a range of tasks.**
- **It does not focus on information technology but rather on the agency's outputs. Information technology is merely a tool to help bring about this result.**
- **While senior government managers must lead this effort, true ownership, and the ultimate responsibility for implementation, rests with all levels of federal government employees.**



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