

**About Booz Allen**

Booz Allen Hamilton has been at the forefront of strategy and technology consulting for nearly a century. Providing a broad range of services in strategy and organization, technology, operations, and analytics, Booz Allen is committed to delivering results that endure.

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## Performance Management Capability Diagnostic

With congressional approval of the Government Accountability and Results Modernization Act of 2010, agencies today face unprecedented pressure to align their actions to federal plans and priorities, and report their progress with much greater frequency. In addition, many agencies must identify how best to drive performance with flat or declining resources.

### Booz Allen Can Help You Be Ready for What's Next

Booz Allen Hamilton, a leading strategy and technology consulting firm, helps turn agencies into performance-focused organizations. Despite numerous efforts to enhance agency performance outcomes, managers are still confronted with evidence that performance activities fall short of desired results. For example, significant energy has been expended to create strategic plans that set priorities and focus the organization yet staff and organizational activities continue to pursue "business as usual," and produce routine outputs. Performance measures proliferate, overburdening staff resources and providing little added organizational value. The collection of performance data from disparate systems is a tedious process, and all too frequently neglects the necessary quality control mechanisms to maintain staff confidence in the data. The result is an overabundance of raw data and a failure to generate tangible performance improvements.

### Our Understanding and Approach

Since the introduction of the GPRA in 1993, there is no question that agencies are increasingly focusing on performance management. Unfortunately, this focus is often on the isolated activity of performance measurement and metric development, rather than on establishing capabilities necessary to define a performance-focused organization. Organizations need to shift their attention away from measurement for the sake of measurement toward the development of capabilities required to achieve results.

Booz Allen believes that developing more performance measures makes little sense if an agency lacks the underlying capabilities to link measures to an overarching strategy, integrate them with larger systems, and drive them into organizational subunits. Before an agency can derive full value from its performance management efforts, it must be organizationally focused on performance.

Booz Allen's approach begins by helping government agencies decide where to start with organizational performance management. We understand the need for prioritization and have developed a performance management capability diagnostic that assesses where the organization currently stands with respect to six capabilities critical to performance management success:

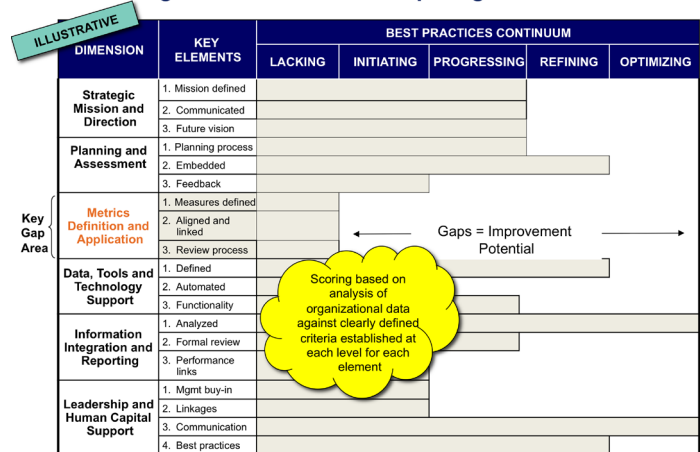
- Strategic mission and direction
- Planning and assessment
- Measures definition and application
- Data, tools, and technology support
- Information integration and reporting
- Leadership and human capital support

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Based on our work for leading organizations, Booz Allen creates detailed best practice “competency scales” for multiple elements of each capability to assist agencies in locating themselves on the path to world-class performance. Our multi-disciplinary experts evaluate an agency’s capabilities holistically, mapping current state and progress against these elements to demonstrate critical gaps

**Given budget and other constraints, the diagnostic also helps focus organizations on areas requiring the most attention**



and set priorities. The goal is not just to meet the performance criteria of oversight bodies or to quickly “get to green,” but is rather to align all resources with key performance goals and, ultimately, build an enduring culture of performance across the entire organization.

### Client Success Story

**The Challenge.** Booz Allen’s performance management approach was successfully deployed to improve the capabilities of a global HIV/AIDS consortium, the Partnership for Supply Chain Management (PFSCM), part of the President’s Emergency Plan for AIDS Relief (PEPFAR). Launched in 2005 with the clear mission of ensuring that HIV/AIDS drugs and commodities reach those who need them, the consortium of nonprofits, private firms, and academic institutions sought to strengthen supply chains in multiple countries.

Booz Allen worked with the multi-continent PFSCM network to assess its supply chain operations. Our experts developed measures of processing times, delivery delays, and dozens of other dimensions of the supply chain. But the consortium needed more than just measures—its greatest need was linking strategic plans to measurable outcomes and developing the capabilities to promote achievement. Field offices were ready to move beyond the easy-to-measure outputs and routine status reports and begin measuring the more challenging results using an exceptions-based reporting system to drive performance improvement. Field offices wanted to advance to the next level of performance management and develop the capabilities to answer the important questions of efficiency and effectiveness with regard to strengthening the HIV/AIDS supply chains.

**The Solution.** Booz Allen experts tailored our Performance Management Capability Diagnostic for customized application to 16 PFSCM country field offices. The guided self-assessment diagnostic provided a capability scorecard that helped the field offices gain a deep understanding of the strengths and shortfalls of their respective country-level performance management capabilities.

**The Result.** Booz Allen identified critical supply chain capability gaps, and then helped PFSCM address the gaps by developing a performance management training curriculum. Field offices are now training staff on performance capabilities. For instance, newly trained staff in Nigeria, Ethiopia, and Botswana are prioritizing their improvement efforts—targeting the weakest capabilities first—and then setting aggressive performance targets.

Whether you’re managing today’s issues or looking beyond the horizon, count on us to help you be ready for what’s next.