

# Managing for Results: Federal Managers' Use of Performance Information

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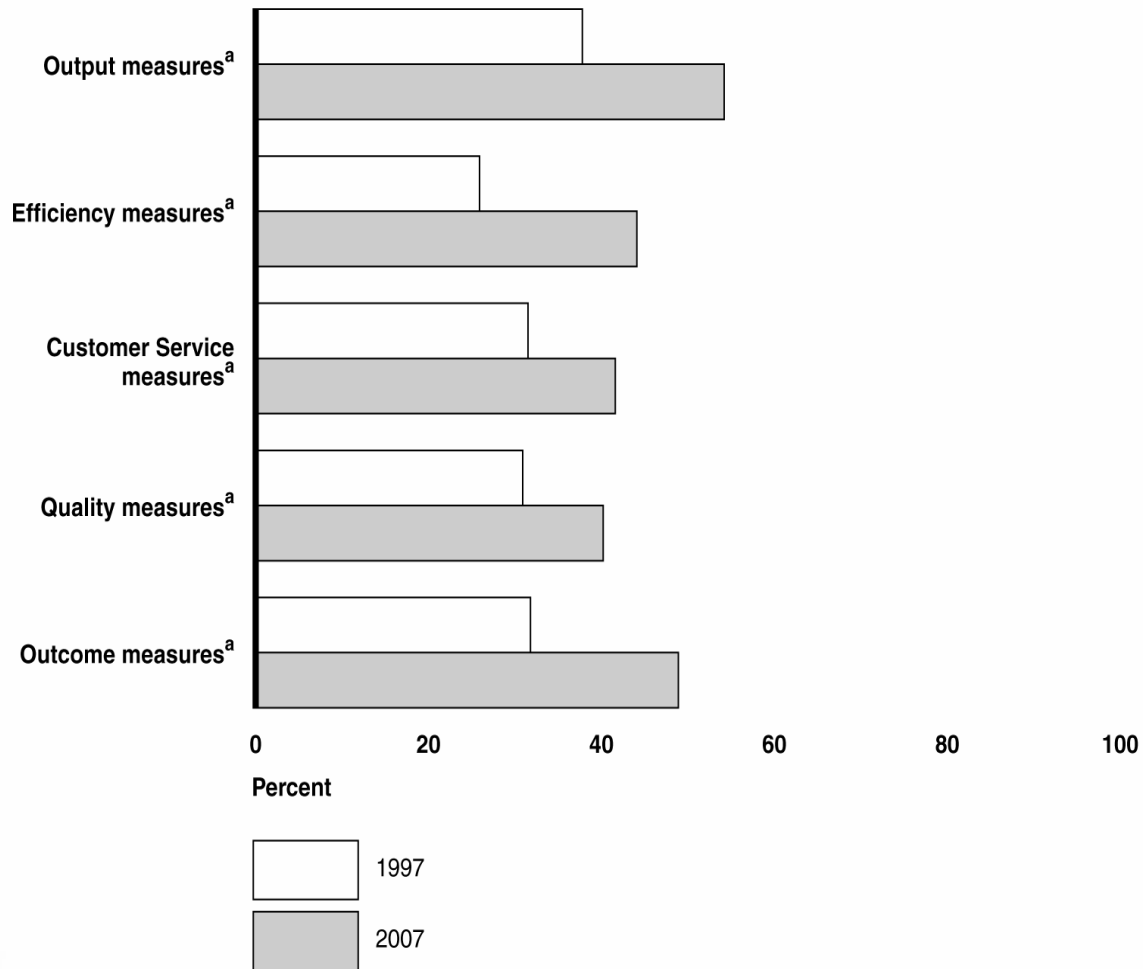
# Introduction

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- Since 1997, GAO has conducted four surveys of managers across the federal government in order to gauge the extent to which a performance culture has taken hold.
- Most recent survey was conducted in 2007-2008
  - Surveyed 4,500 federal managers with supervisory status at GS 13-15 levels and SES
- Questions focused on managers' experiences with performance information and their use of information in management decision making for the programs in which they were involved.
- Selected 2 agencies with relatively low use of performance information (Interior, FEMA) and 1 agency that improved its use (CMS) for a more in-depth review (Report issued August '09)

# Overall Findings: More Information is Available....

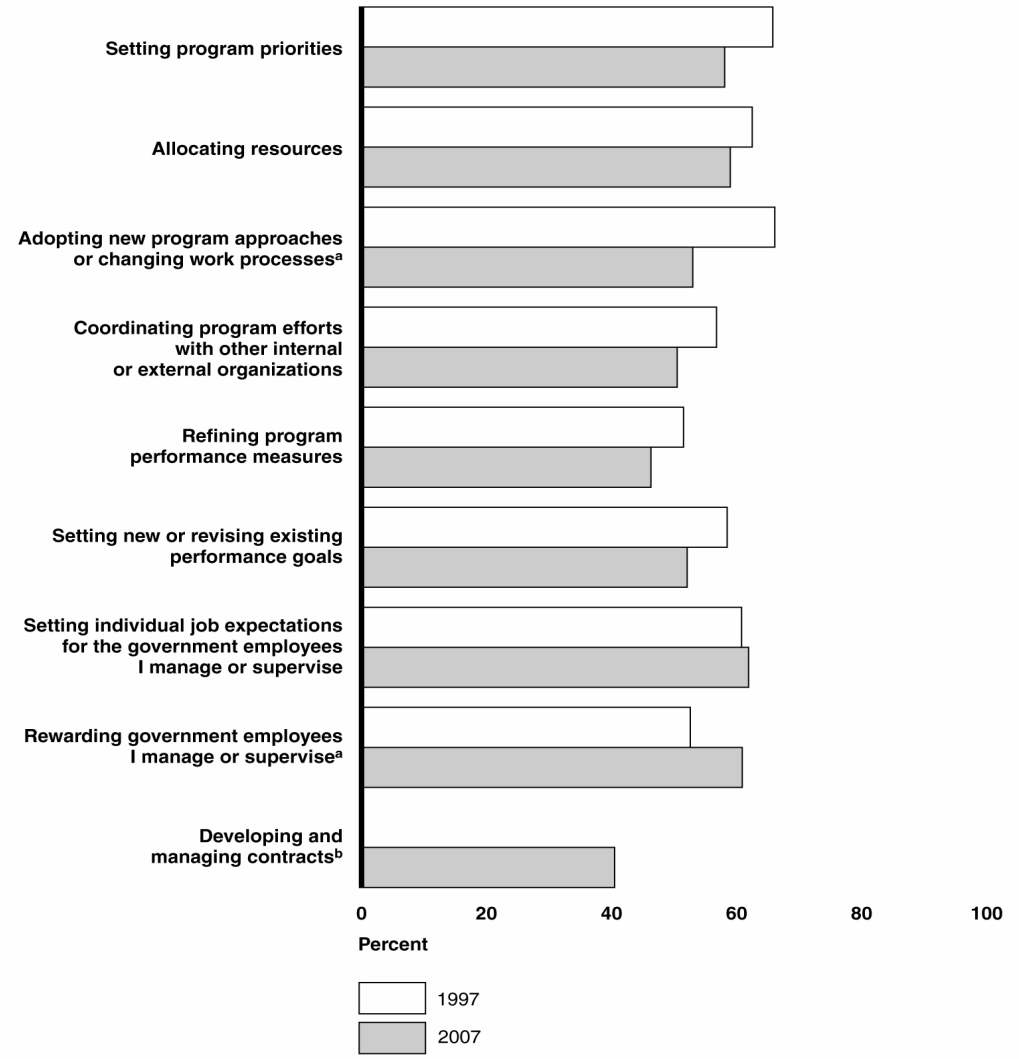
- In the federal government, GPRA has laid a foundation of results-oriented agency planning, measurement and reporting.
- According to GAO surveys, managers reported having more results-oriented performance measures in 2007 than 1997.



Source: GAO.

# ...But Little Change in Managers' Use

- For planning and performance measurement to be effective, managers need to use performance information to make management decisions.
- Managers' reported use of performance information for program management activities did not increase significantly between 1997 and 2007.



Source: GAO.

# Agencies Vary in Use of Performance Information

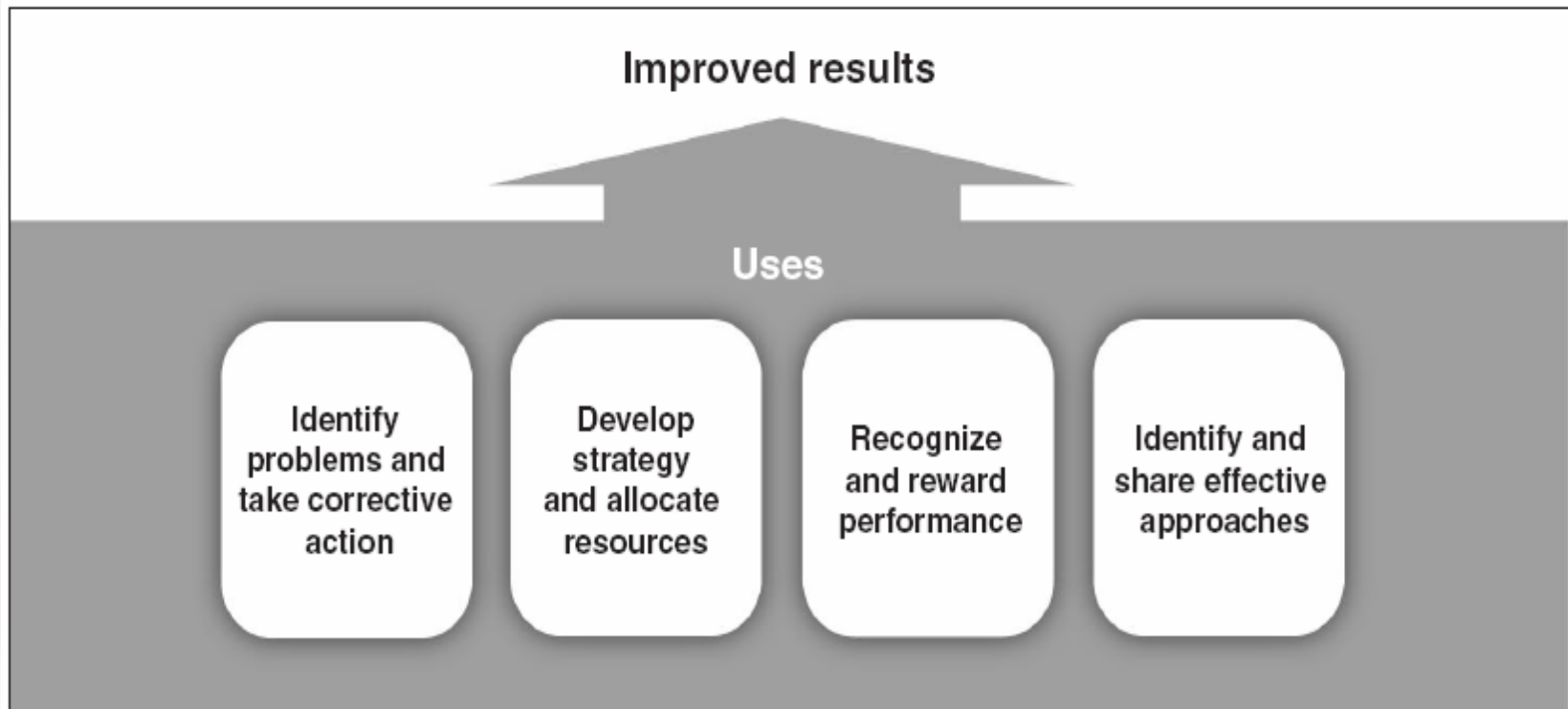
**Table 1: Agencies with Lowest and Highest Percent of Federal Managers Who Reported Using Performance Information for Various Management Activities**

	Managers responding to a "great" or "very great" extent		
	Lowest percent (agency)	Highest percent (agency)	Governmentwide percent
Setting program priorities	43 (Interior)	78 (SSA)	58
Allocating resources	39 (Interior)	70 (NASA)	59
Adopting new program approaches or changing work processes	30 (FS)	71 (NSF)	53
Coordinating program efforts with other internal or external organizations	28 (FS)	62 (VA)	50
Refining program performance measures	28 (FS)	66 (Education)	46
Setting new or revising existing performance goals	33 (FS)	73 (Energy)	52
Setting individual job expectations for the government employees I manage or supervise	44 (FS)	79 (SSA)	62
Rewarding government employees I manage or supervise	47 (FEMA)	78 (NASA)	61
Developing and managing contracts	24 (FS)	70 (NASA)	41

Source: GAO.

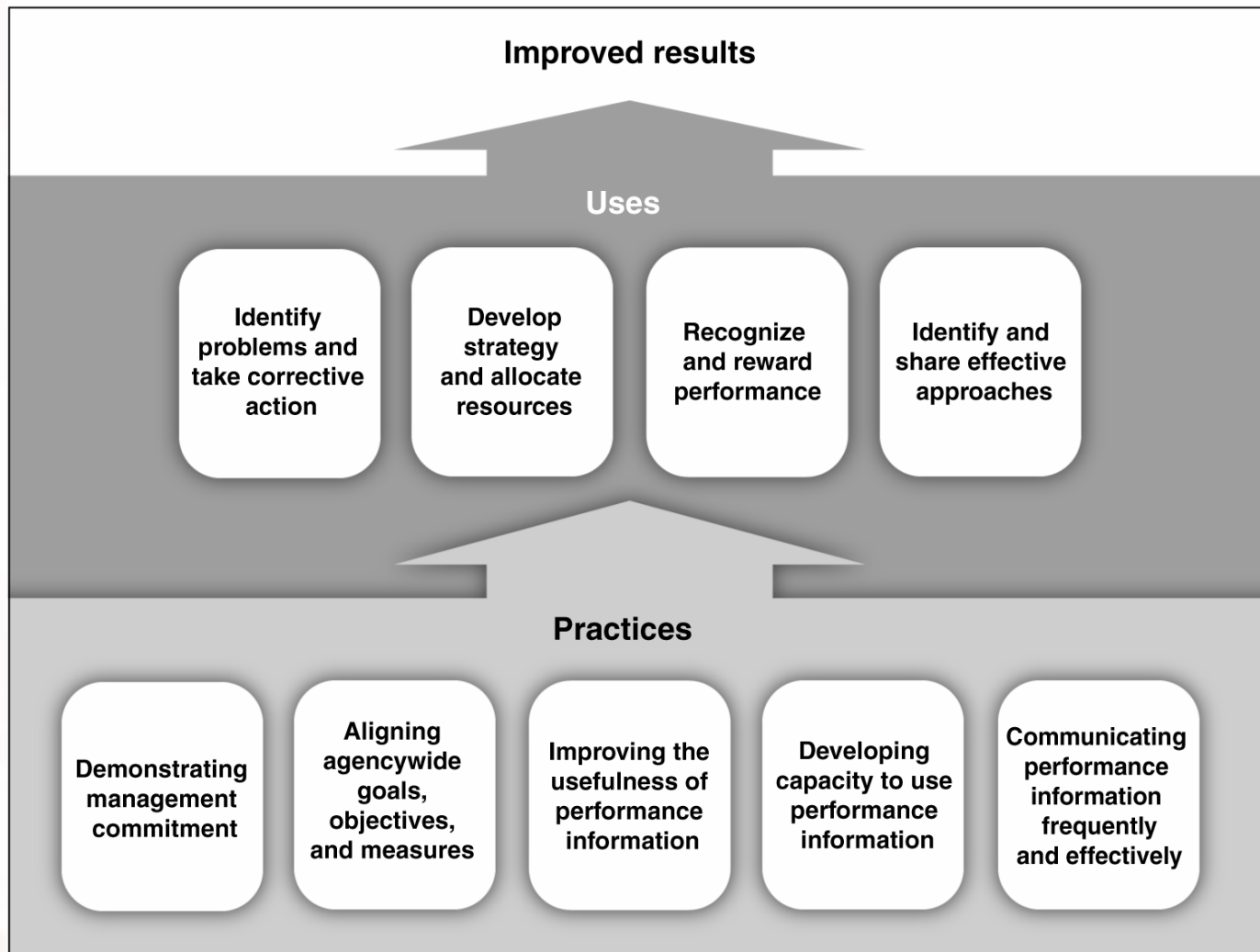
Notes: Percentages are based on those respondents answering on the extent scale.  
 Education = Department of Education.  
 Energy = Department of Energy.  
 FEMA = Federal Emergency Management Agency.  
 VA = Department of Veterans Affairs.

# How Can Managers Use Performance Information for Decision Making?



Source: GAO.

# What Practices Can Make Performance Information More Useful and Used?



# References

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- *Results-Oriented Management: Strengthening Key Practices at FEMA and Interior Could Promote Greater Use of Performance Information*, GAO-09-676, August 17, 2009
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- *Government Performance: 2007 Federal Managers Survey on Performance and Management Issues*, GAO-08-1036SP, July 2008, an E-supplement to GAO-08-1026T <http://www.gao.gov/special.pubs/gao-08-1036sp/>
- *Managing For Results: Enhancing Agency Use of Performance Information for Management Decision Making*, GAO-05-927, September 9, 2005