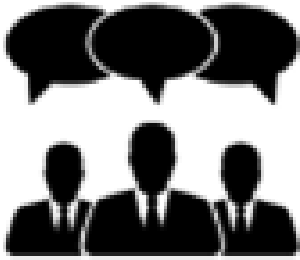


Myths and Facts: Performance in the Federal Government

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What you hear...

**My _____
is different
than...**

**If we don't
meet targets,
bad things
will happen**

**We don't
have control
over _____**

**My boss isn't
interested in
data**

**_____
can't be
measured**

**I don't
have the
staff or
skills**

Challenges of the Federal space

- Scale of the enterprise
 - Dilution of the 'why'
- More sticks than carrots
- Risk aversion
- Resource constraints
- Silos and fiefdoms
- Workload and compliance
- Politics...



Fabric of federal performance

Requirement	Horizon
Agency Strategic Plans Developed every 4 years - aligned with election cycle. Measures required for monitoring.	4 year cycle
Agency Priority Goals Agencies required to develop 3-8 Priority Goals capturing the most important mission areas. Quarterly public reporting and Data Driven Reviews required.	2 year cycle
Agency Annual Performance Plan/Report Annual submission of measures/targets/accomplishments aligned with budget reporting.	Annual
Cross Agency Priority Goals Goals that required multiple Agencies to be successful. Quarterly public reporting and Data Driven Reviews required.	4 year cycle
Established PIO role and Performance Improvement Council	Ongoing



Performance is relevant

Employees report

84%	I know how my work connects to mission
83%	I'm held accountable for achieving results
71%	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.
62%	Managers review and evaluate the organization's progress toward meeting its goals and objectives.

¹Data from 2017 Federal Employee Viewpoint Survey (<https://www.opm.gov/FEVS>)
N= 486,105 federal employees



But...managers are struggling

Managers report	
87%	Have metrics for their program
51%	Say they have access to performance information need to manage
36%	Say employees have easy access to performance information
33%	Have analytical tools to use performance information
32%	performance data is available in a format that is easy to use

²Data from 2017 GAO Managers Survey (GAO-18-609SP), N=4,395 federal managers. Percentage is those responding to a 'great' or 'very great' extent



And they say it's because...

Managers report the following as hindrances

29%	Difficulty determining meaningful measures
30%	Different parties are using different definitions to measure performance
23%	Difficulty obtaining valid or reliable data
23%	Difficulty obtaining data in time to be useful
19%	Lack of ongoing Congressional commitment or support for using performance information to make program / funding decisions
17%	Concern that it could be used against my program or agency

BUT 43-54% Reported receiving training in the last 3 years on performance related topics

So now what?

- Explore the data
- Work to improve the use of performance data in the federal space
 - Change the culture
 - Build literacy and skills
- Share successes
- Improve connections between
 - personnel (HR) and organizational performance (PM)
 - performance and evaluation



Questions?



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