New approaches in United States performance management: the “why” & “how” of mandated collaboration

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NEW APPROACHES IN UNITED STATES PERFORMANCE MANAGEMENT

The “Why” and “How” of Mandated Collaboration

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INTRODUCTION

- Brief Historical Account of U.S. Performance Management
- Persistent challenges to successful implementation and utilization
- Promising Practices for successful performance efforts
- The Government Performance and Results Act Modernization Act (GPRAMA)
- Pros and Cons of three GPRAMA requirements related to collaboration

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# Previous Performance Efforts

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<th>Performance Effort</th>
<th>Dates of Government-Wide Implementation</th>
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<td>Planning, Programming, Budgeting System</td>
<td>1965-1973</td>
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<td>Management By Objective</td>
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<td>Zero-Base Budgeting</td>
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Persistent Challenges

- Stakeholder Conflict
  - President vs. Congress
  - Agency vs. Agency
- Multiple and/or Conflicting Goals
- Wicked Problems/Unmeasurable Goals
PROMISING PRACTICES

- Strategic Planning
- Goal Specification
- Multiple Measures
- Local STAT programs
  - Continuous Improvement
  - Decision Making

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WHAT CAN WE TAKE AWAY FROM THESE PRACTICES?

COLLABORATION is a powerful tool to implement performance efforts

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GPRA MODERNIZATION ACT (GPRAMA)

- Passed in 2010
- Codifies longstanding practices that resulted from GPRA
- Updates focus on crosscutting goals and issues
- New implementation requirements, including:
  - Program Inventories
  - Strategic Reviews
  - Cross-Agency Priority Goals

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Program Inventories

- There is no centralized and comprehensive list of federal programs
  - Past efforts by The Office of Management and Budget

- Programs can legitimately be defined by Outcomes, Customers, Services Delivered, Organizational Structure, Budget Line, or other means

- Agencies are required to self-identify programs that are:
  - externally recognizable,
  - operationally meaningful,
  - Linked to an organizational component
  - persistent

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STRATEGIC REVIEWS

- Cross-cutting and complex program goals are impacted by individual agency efforts, but also by various external factors.
- Focus on strategic objectives annually in addition to individual agency performance, while maintaining a 4 year cycle for agency strategic plans.
- Agencies are required to identify:
  - Internal progress toward goals
  - External factors that impact goal achievement
  - Risks and Challenges to success

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Cross-Agency Priority Goals are identified in areas where increased cross-agency coordination on outcome-focused areas is likely to improve progress.

Creation of goals requires collaboration with several Congressional committees.

Requires Quarterly reviews of all involved agencies.
DISCUSSION

- Will these new requirements work?
- Are they an improvement over past efforts?

Questions/Comments?

Thank You! PutansuS@gao.gov

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