

## **Managing for Results: Improvement This Quarter; More to Come!**

**Justice Gets to Green.** Congratulations to the Department of Justice (DOJ) for getting to Green on the Budget and Performance Integration Initiative. The Department established a new Quarterly Status Report process to improve performance and strengthen accountability. Each quarter every DOJ bureau submits a quarterly update to the Department with their progress against annual and long-term goals, their progress on Program Assessment Rating Tool follow-up actions, and their funding/personnel status. The reports are reviewed by the Assistant Attorney General for Administration and used to assign each bureau colors (red, yellow, green) to symbolize the extent of their progress. Bureau performance is discussed with senior Department leadership, including the DOJ Strategic Management Council and the Office of the Deputy Attorney General. One example of how the system works: The Department reviewed efficiency data from its litigating divisions and discovered that pursuing cases and matters through alternative dispute resolution was much more cost effective than prosecuting cases through traditional litigation. As a result, DOJ leadership began encouraging much wider use of Alternative dispute resolution as an alternative to litigation.

With the Department of Justice at green, ten agencies in total meet all the criteria of the Budget and Performance Integration Initiative. Ten agencies are routinely using performance information to manage and have aggressive plans to improve their programs. Our goal for this year is to increase the number of green agencies to 14. That's just one goal. Others include:

- 50 of 191 programs rated Results Not Demonstrated improve their ratings.
- 90 percent of programs have efficiency measures.
- Federal programs realize and demonstrate billions in savings through achievement of efficiency targets.
- All agencies can demonstrate use of performance information to improve results.
- Congress uses performance information in oversight, authorization, and appropriations decisions.

Some of the things we will be doing to help agencies improve on this initiative:

- Providing training on clarifying agency and program goals
- Identifying and sharing best practices on improvement plan implementation
- Identifying best practices in efficiency measurement in three areas: grants; law enforcement and regulatory activities, and research and development
- Document and share best practices in the use of performance and financial information to make decisions, including what kinds/categories of decisions are being made and how mid-course corrections are made to meet performance goals

**Program Assessments Continue.** Of course, our major initiative is the Program Assessment Rating Tool. Agencies and OMB have agreed on planned assessments this year. Drafts are being finalized and this summer the fifth year of PARTs will be complete. We can build on the momentum we enjoyed with ExpectMore.gov by adding to the most comprehensive source information about Federal program performance. The fact that this information will be scrutinized on ExpectMore.gov should remind us to be candid in our assessments and aggressive in our improvement plans. For this year's planned assessments, visit [www.omb.gov/part](http://www.omb.gov/part).

**Mercatus Center Assesses agency reporting.** Congratulations to the Departments of Labor, State, Transportation, and Veterans Affairs for being recognized by the Mercatus Center as agencies that best inform the public of their performance and what they are doing to improve. Transparency promotes accountability which promotes performance. To see how Mercatus assesses performance reports and learn how to improve your performance report, visit [www.mercatus.org](http://www.mercatus.org). Other notable recognition from Mercatus:

- SBA, USAID, and HUD also received high marks for focusing on outcomes, not outputs.
- Labor, Commerce, and Energy received high marks for linking their goals and results to costs.
- Labor, Commerce, VA, and NASA received high marks for explaining their failures to achieve their goals.
- Labor, State, SBA, and SSA received high marks for adequately addressing their major management challenges.

Mercatus sets good benchmarks for performance reporting. It benefit us all to measure our performance reporting against these standards.

Sincerely,

Robert Shea

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