

You don't get what you want,  
you get what you measure.

Expect  
**MORE**

[www.ExpectMore.gov](http://www.ExpectMore.gov)

## Americans want programs that work.

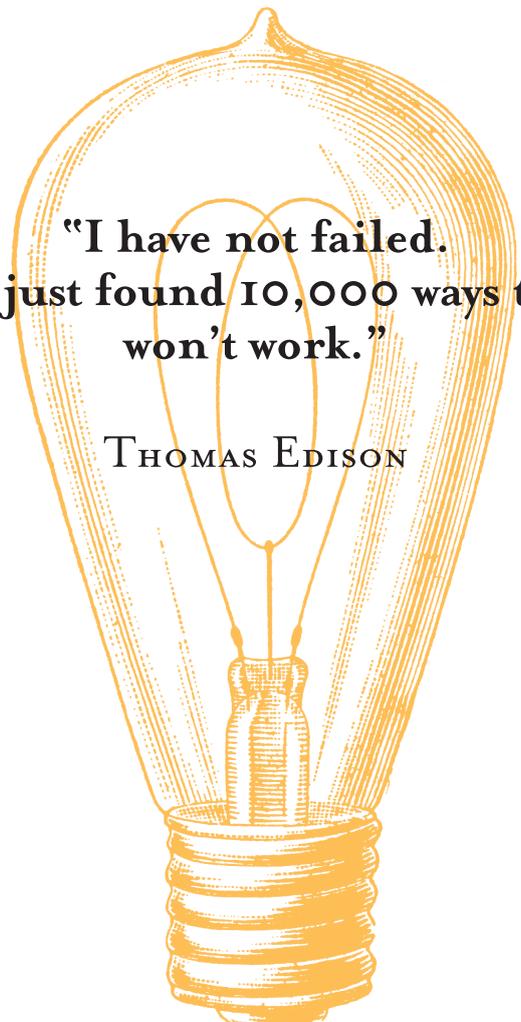
Commitment to a mission is too often measured by how much money is spent on a program rather than how well the program achieves its goals.

This approach yields expensive programs that don't serve the public as well as they could.

It has also poisoned the public debate with sound bites that equate *caring* with dollar signs.

More spending doesn't necessarily make programs better. For example, spending on education, in real terms, has doubled over the last three decades, but results on national tests have improved only modestly.

*Results* are what matter – not just spending more.



**“I have not failed.  
I’ve just found 10,000 ways that  
won’t work.”**

**THOMAS EDISON**

## Imagine ...

... objective assessments of government spending based on how well programs are working...

Federal agencies and OMB have spent the last few years assessing all of the programs funded by the Federal government. This assessment complements the implementation of the Congressionally mandated Government Performance and Results Act of 1993.

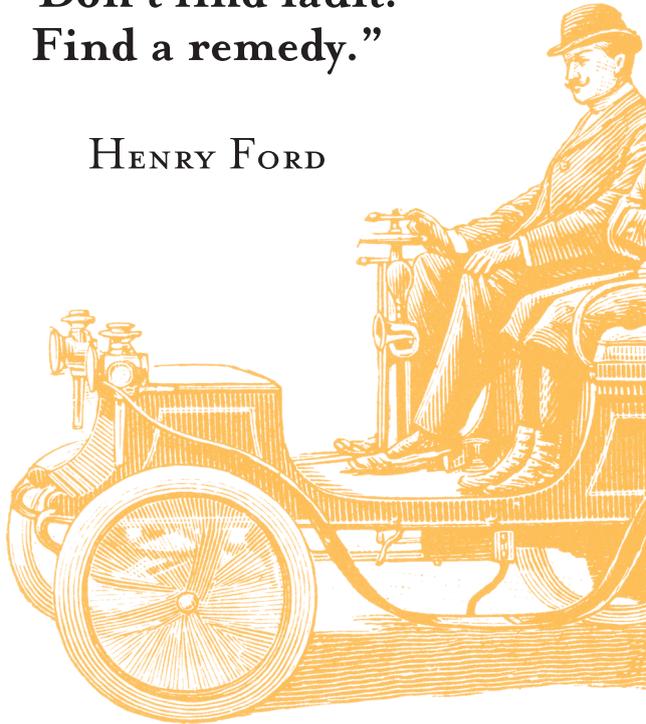
Career civil service employees of agencies and OMB – not the political leadership – have applied a standardized, objective approach using approximately 25 common-sense questions about program performance and management.

The detailed, question-by-question, assessments are available online to Congress and the public, along with overall assessment scores.

In Spring 2005, this assessment tool received the Innovations in American Government Award from the Kennedy School of Government at Harvard University. The award recognized these assessments for their ability to motivate Federal programs to establish clearly defined, outcome-focused goals; to collect data to show progress and problems; and to articulate next steps to Congress and the public.

“Don’t find fault.  
Find a remedy.”

HENRY FORD



## Can I really expect more from government?

A new website, [ExpectMore.gov](http://ExpectMore.gov), is the public face of these candid program assessments. It uses jargon-free language to show the American people which programs are working, which ones are not, and what they are all doing to improve. Each assessment summary provides a program overview, some key findings about program performance, and the follow-up actions agencies are taking to address weaknesses.

You may not agree with each individual assessment, but everyone agrees about the need to start somewhere. **And regardless of politics, everyone wants our government programs to be more effective.** Having a public discussion about how programs are performing is a positive step.

Most importantly, Congress can use performance information to ensure that their efforts to improve or reauthorize programs are based on tangible data, and also to show their constituents that they are good stewards of tax dollars.

For example, in order to serve uninsured, underserved, and vulnerable populations, the government gives grants to community clinics to provide medical care. In 2005, 3,745 of these health centers provided care to more than 13 million people. Serving more people used to be the only documented outcome goal of this program – which really is an input to the program, not a result from the program. Now long-term metrics have been created such as a reduction in low birth weight rates. **The assessments judge not only outputs (patient access to health care), but outcomes (quality of care).**

## Are programs working?

You have reasonable questions about the performance of established government programs – similar to ones you would ask about a private sector business or a non-profit:

- Is the program having the promised impact?
- Can the results be validated?
- What is the program doing to improve year after year?

The ExpectMore.gov assessments ask tough questions like, “If we don’t have data, how can we tell if the program is succeeding?”

Wouldn’t it be great to have performance information to help answer these questions? And wouldn’t it be nice to have all that information at your finger tips?

A youth employment program in the Workforce Investment Act demonstrates the need for improvement. The program is supposed to help America’s neediest youth get jobs, but it can’t target its resources to communities that need the most help. To remedy this problem, the program is working with Congress to gain increased authority to reallocate resources to areas of need.

ExpectMore.gov doesn’t just tell you if a program is succeeding or failing, it tells you why, and most importantly, it tells you what the evidence suggests should be done to improve outcomes.

ExpectMore.gov is at your service – day or night – seven days a week.

## History will judge us not for the intentions of legislation, but for the results.

Before a bill becomes a law, it has to become a bill.

When trying to solve a problem or create a new program, you ask:

- What similar programs currently exist?
- What is their funding history?
- Which agencies are involved?
- And most importantly, do they work?

And during reauthorization, wouldn’t you like to find out if any program design flaws have been identified or if the performance goals used by the program are consistent with legislative goals?

ExpectMore.gov can help answer those questions and spark new ones as you conduct your own programmatic oversight and legislative research.

# The Congress leads the way

## **Are we getting what we pay for?**

Congressional oversight can and will have a big influence on the quality and quantity of management's efforts to improve Federal program performance.

## **Are we investing in the right programs?**

By developing a more thorough understanding of how similar programs are working, investments can be made in the most effective programs.

As you begin to make decisions about program funding, we encourage you to review the information found on [ExpectMore.gov](http://ExpectMore.gov) as a resource for Federal program assessments.

Soon we will not just expect more from Federal programs, we will get more, too.

## For more information about PART, please contact:

Robert Shea  
Office of Management and Budget  
202 395-4568  
[rjshea@omb.eop.gov](mailto:rjshea@omb.eop.gov)  
[www.ExpectMore.gov](http://www.ExpectMore.gov)

For more information about the Innovations in American Government Award Program,  
visit the websites of the Ash Institute for Democratic Governance and Innovation at  
Harvard University's John F. Kennedy School of Government:

[www.ashinstitute.harvard.edu](http://www.ashinstitute.harvard.edu)

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