United States Government Accountability Office

Report to Congressional Committees

November 2021

EVIDENCE-BASED POLICYMAKING

Survey Results Suggest Increased Use of Performance Information across the Federal Government

Accessible Version

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A Century of Non-Partisan Fact-Based Work

GAO-22-103910

GAO Highlights

Highlights of GAO-22-103910, a report to congressional committees

November 2021

EVIDENCE-BASED POLICYMAKING

Survey Results Suggest Increased Use of Performance Information across the Federal Government

Why GAO Did This Study

The GPRA Modernization Act of 2010 and the Foundations for Evidence-Based Policymaking Act of 2018 included requirements to enhance federal efforts to develop and use performance information and other evidence in decision-making.

Both acts include provisions for GAO to periodically report on their implementation. This report assesses the extent to which (1) federal managers' reported use of performance information changed in 2020, and (2) selected leading practices and data-driven reviews were associated with greater reported use of performance information.

To conduct its work, GAO analyzed results from a survey it administered from July to December 2020 to a stratified random sample of about 4,000 managers at 24 major federal agencies. The survey had a 56 percent response rate. Results can be generalized to the population of managers government-wide and at each agency. GAO also reviewed relevant Office of Management and Budget (OMB) documents, interviewed OMB staff, and followed up on the implementation of prior related GAO recommendations.

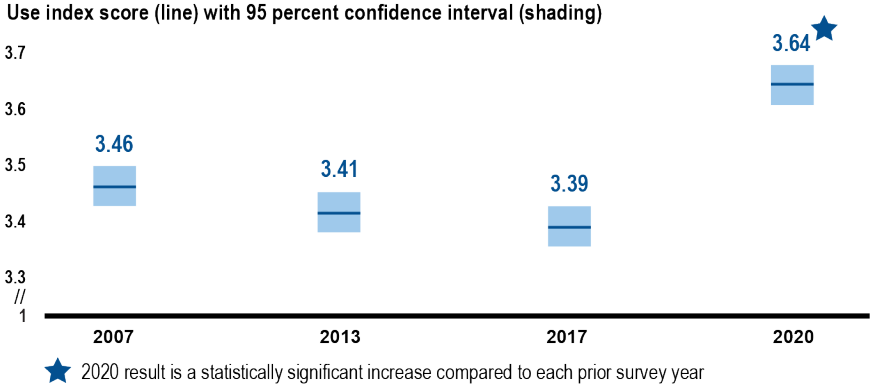
In response to a draft of this report, the Department of Veterans Affairs and the U.S. Agency for International Development provided comments that highlighted results from GAO's survey and described efforts to improve the use of evidence in decision-making. OMB and the remaining 22 agencies did not provide comments.

View GAO-22-103910. For more information, contact Alissa H. Czyz at (202) 512-6806 or CzyzA@gao.gov.

What GAO Found

Performance information can help decision makers understand and improve results at federal agencies. GAO's 2020 survey of federal managers showed that the reported use of performance information in decision-making generally increased across the federal government compared to prior surveys. For example, on an index that approximates such use with a single score, GAO estimates with 95 percent confidence that the 2020 government-wide result was statistically significantly higher than each prior score since GAO created the index in 2007 (see below).

Managers' Reported Use of Performance Information, as Measured by GAO's Index



Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Managers' Reported Use of Performance Information, as Measured by GAO's Index

Year	Score (the main line)	Lower confidence interval	Upper confidence interval
2007	3.46	3.43	3.49
2013	3.41	3.38	3.44
2017	3.39	3.36	3.42
2020	3.64	3.61	3.67

Note: The index is an average of results from 11 related survey questions on agency and manager use of performance information. Scores range from 1, which reflects managers reported the use of performance information to "no extent," to 5, which reflects to a "very great extent."

At a majority of agencies, managers reported statistically significant increases in performance information use. For example, index scores increased at 16 of the 24 agencies in 2020 compared to 2017, including at the National Aeronautics and Space Administration (NASA). Prior GAO work highlighted actions that NASA has taken since December 2018 to increase its use of performance information to improve the management of its acquisition projects, which have a

history of cost growth and schedule delays. This includes having projects report relevant data to a central repository, which agency leaders review and discuss to help manage project performance.

GAO's analyses also found that key practices continue to be positively associated with greater reported use of performance information. For example:

- managers reported increases at a majority of agencies on actions related to *leading practices* identified by GAO's past work that promote the use of performance information, such as providing relevant training and effectively communicating performance information; and
- managers whose programs were subject to *data-driven reviews*—regular reviews of progress toward select goals—to a greater extent also reported greater use of performance information.

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Abbreviations

CAP	Cross-agency priority
CBSI	Caribbean Basin Security Initiative
CFO	Chief Financial Officer
Evidence Act	Foundations for Evidence-Based Policymaking Act of 2018
GPRA	Government Performance and Results Act of 1993
GPRAMA	GPRA Modernization Act of 2010
GS	General Schedule
INL	Bureau of International Narcotics and Law Enforcement Affairs
Interior	Department of the Interior
OMB	Office of Management and Budget
NASA	National Aeronautics and Space Administration
PIC	Performance Improvement Council
PIO	Performance Improvement Officer
SES	Senior Executive Service
State	Department of State
USDA	Department of Agriculture

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November 3, 2021

Congressional Committees

The federal government faces a number of diverse and increasingly complex challenges central to protecting the health, safety, and security of the American public. To better understand and address these challenges, federal decision makers need evidence about whether federal programs and activities are achieving intended results. Such evidence can help congressional and executive branch leaders identify and correct problems, improve program implementation, and make other important management and resource allocation decisions.

Congress and the executive branch have taken actions over the past 30 years to ensure decision makers have the evidence they need—which can include performance information, program evaluations, statistical data, and other research and analysis. For example, the Government Performance and Results Act of 1993 (GPRA) established a framework for developing and using performance information in federal decision-making.[1] This framework was significantly enhanced by the GPRA Modernization Act of 2010 (GPRAMA).[2] Our prior work reviewing implementation of this framework has found that federal managers generally reported statistically significant increases in the availability of performance information from 1997 to 2017. However, their reported use of that information in different decision-making activities generally had not changed or decreased during that same period.[3]

More recently, the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act), enacted in January 2019, established a more comprehensive and integrated approach for the federal government to

[1]Pub. L. No. 103-62, 107 Stat. 285 (1993).

[2]Pub. L. No. 111-352, 124 Stat. 3866 (2011).

[3]See, for example, GAO, *Managing for Results: Government-wide Actions Needed to Improve Agencies' Use of Performance Information in Decision Making*, GAO-18-609SP (Washington, D.C.: Sept. 5, 2018); and *Managing for Results: Further Progress Made in Implementing the GPRA Modernization Act, but Additional Actions Needed to Address Pressing Governance Challenges*, GAO-17-775 (Washington, D.C.: Sept. 29, 2017).

build and use different types of evidence.[4] For example, beginning in 2022, the Evidence Act requires agencies to include in their strategic plans a systematic plan for identifying and addressing policy questions.[5] That evidence-building plan (also referred to as a learning agenda) is to include data agencies intend to collect, use, or acquire to facilitate the use of evidence to support their decision-making.

GPRAMA and the Evidence Act include provisions for us to review aspects of their implementation at several points in time.[6] We periodically survey federal managers to collect their views on various organizational performance and management topics.[7] This report is part of a series of products on the use of evidence in federal decision-making, and presents selected results from our 2020 survey.[8] This report assesses the extent to which (1) federal managers' reported use of performance information in decision-making changed in 2020 compared to our prior surveys, and (2) selected leading practices and data-driven reviews were associated with greater reported use of performance information.

To address both objectives, we collected and analyzed federal managers' responses to relevant questions from our 2020 survey. The survey asked managers for their views on the use of performance information in decision-making activities and related leading practices that can promote the use of performance information.[9] For the purposes of our survey and this report, we defined "performance information" as quantitative or

[4]Pub. L. No. 115-435, 132 Stat. 5529 (2019).

[5]Pub. L. No. 115-435, § 101(a), 132 Stat. at 5529-5532, (codified at 5 U.S.C. §§ 311-315). This and other federal evidence-building activities established under section 101(a) of the act, apply to the 24 agencies identified in the Chief Financial Officers Act of 1990, as amended. 31 U.S.C. § 901(b).

[6]Pub. L. No. 111-352, § 15, 124 Stat. at 3883-84; Pub. L. No. 115-435, § 101(d), 132 Stat. at 5533 (codified at 5 U.S.C. 306 note) § 202(f)(1), 132 Stat. at 5543 (codified at 44 U.S.C. § 3520A(e)), and § 202(g), 132 Stat. at 5543.

[7]We conducted prior surveys in 1997, 2000, 2003, 2007, 2013, and 2017.

[8]For example, see GAO, *Evidence-Based Policymaking: Survey Data Identify Opportunities to Strengthen Capacity across Federal Agencies*, GAO-21-536 (Washington, D.C.: July 27, 2021).

[9]The survey questions covered by this report were closed ended; respondents chose from a list of possible response options. For most questions, respondents rated the strength of their perception on a 5-point extent scale ranging from "no extent" to "very great extent," with an option to select "no basis to judge/not applicable." A few questions had other response options, such as "yes," "no," or "do not know."

qualitative data used to track progress toward achieving agency goals or objectives, or to assess the overall performance of a program, operation, or project.

We administered the web-based survey to a stratified random sample of 3,993 managers at 24 major federal agencies between July and December 2020.[10] The overall weighted response rate was 56 percent of the eligible sample.[11] The weighted response rate at each agency ranged from 51 percent to 83 percent, except for the Department of Justice, which had a weighted response rate of 27 percent.[12]

The results of our 2020 survey are generalizable to the population of managers across the 24 agencies, and at each agency included in the survey. Our survey design, sampling methodology, and analytical methods also allow us to compare results from 2020 with those from our prior surveys.[13] We present our results as government-wide percentage estimates, which reflect the views of managers across the 24 agencies.[14] We also express the variability in results as a 95 percent confidence interval.[15]

[10]Consistent with our prior surveys, we defined managers as federal employees at General Schedule levels 13 through 15, at comparable levels on equivalent schedules, and in the career Senior Executive Service or equivalents. The 24 agencies covered by our survey are those identified in the Chief Financial Officers Act of 1990, as amended. 31 U.S.C. § 901(b).

[11]We apply weights to survey responses to account for the design of our sample and ensure that estimates are generalizable to the population of federal managers.

[12]A web-based supplement provides each agency's weighted response rate. Results from agencies with low response rates, such as the Department of Justice, should be interpreted with caution because there is more uncertainty for these estimates. See GAO, *Supplemental Material: 2020 Federal Managers Survey: Results on Government Performance and Management Issues*, GAO-21-537SP (Washington, D.C.: July 27, 2021).

[13]The Related GAO Products list in GAO-21-537SP identifies products analyzing and presenting the results of our past surveys.

[14]Throughout this report, we use the term "government-wide" to collectively refer to the 24 federal agencies covered by our survey. For the percentage estimates presented in this report, we excluded instances where a respondent did not answer a question (nonrespondents) when we calculated the estimate. GAO-21-537SP provides the government-wide and agency-level results for the survey questions covered by this report.

[15]This is the interval that would contain the actual population value for 95 percent of the samples we could have drawn, since each could have provided different estimates.

To further address both objectives, we conducted various statistical analyses on selected survey questions.

- **Use of performance information index (use index).** As we have done since our 2007 survey, we created a single score—government-wide and for each agency—that approximates the reported use of performance information in decision-making.[16] The use index is comprised of 11 survey questions that measure a variety of ways that agencies use performance information. We then identified instances where 2020 results represented changes from past survey results.
- **Leading practices that can promote the use of performance information.** Our 2020 survey instrument included 33 questions that reflect five management practices identified by our past work as beneficial for performance management, which we refer to as leading practices.[17] We used a multivariate regression model to determine which of these questions were associated with greater reported use of performance information, as measured by the use index, when controlling for other factors. For those associated with greater reported use, we identified instances where 2020 results represented changes from past survey results, when applicable.
- **Data-driven reviews.**[18] We identified managers who reported familiarity with their respective agency's reviews. We then assessed whether there were differences among their (1) use index scores and (2) responses on selected questions related to leading practices,

[16]For past use index results, see GAO-18-609SP; GAO, *Managing for Results: Agencies' Trends in the Use of Performance Information to Make Decisions*, GAO-14-747 (Washington, D.C.: Sept. 26, 2014); and *Government Performance: Lessons Learned for the Next Administration on Using Performance Information to Improve Results*, GAO-08-1026T (Washington, D.C.: July 24, 2008).

[17]GAO, *Managing for Results: Enhancing Agency Use of Performance Information for Management Decision Making*, GAO-05-927 (Washington, D.C.: Sept. 9, 2005). To identify the practices described in that report, we reviewed relevant literature, including our prior reports, spoke to experts in using performance information, and held group discussions with federal program managers.

[18]Data-driven reviews are regularly scheduled, structured meetings used by agency leaders and managers to review and analyze data on progress toward key performance goals and other management-improvement priorities. They are also known as "quarterly performance reviews," which is the language we used in our survey of federal managers. In this report, we refer to them as "data-driven reviews."

based on the extent they reported their programs had been subject to a review.[19]

In this report, when we identify changes (increases or decreases) in reported results between survey years, we refer only to those that our analyses identified as statistically significant.[20] When we say that there was no change between survey years, we mean that there was no statistically significant change. We focus on statistically significant results throughout the report because these indicate that observed relationships between variables and differences between groups are likely to be valid, after accounting for the effects of sampling error. Because the scope of our work was limited to analyzing survey results, we did not examine what may have accounted for any statistically significant changes or corroborate managers' reported perspectives. Appendix I provides additional details on the objectives, scope, and methodology of this report.[21]

We conducted this performance audit from October 2019 to November 2021 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe

[19]The leading practices cover (1) the five management practices beneficial to performance management identified in GAO-05-927, and (2) nine practices identified by our past work to promote successful data-driven reviews. See GAO, *Managing for Results: Data-Driven Performance Reviews Show Promise but Agencies Should Explore How to Involve Other Relevant Agencies,* GAO-13-228 (Washington, D.C.: Feb. 27, 2013). To identify the nine practices in GAO-13-228, we reviewed relevant academic and policy literature, including our previous reports. We then refined these practices with additional information obtained from practitioners at the local, state, and federal level who shared their experiences and lessons learned.

[20]We assessed significant differences through statistical tests that account for survey design and weighting. We defined differences between estimates as statistically significant through the p-value. Statistical significance is achieved when the p-value is < 0.05. We focus on statistically significant results because they indicate that there is less than a 5 percent chance that we would observe a difference as large as we observed if such a difference did not exist, after accounting for the effects of sampling.

[21]GAO-21-537SP also provides additional details about the scope and methodology for conducting our 2020 survey, and the six prior iterations we have periodically conducted since 1997.

that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

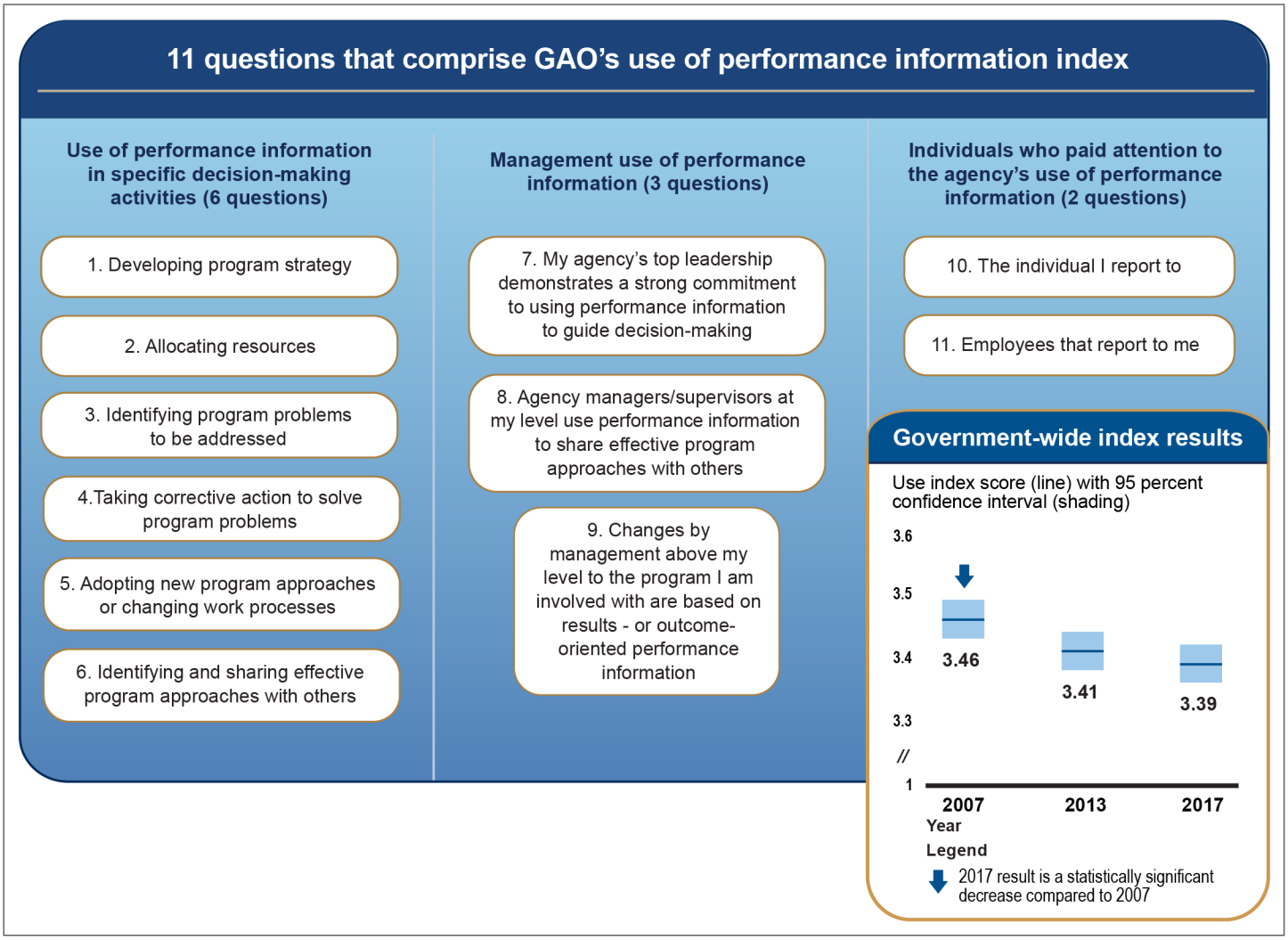
Background

Federal Use of Performance Information

In September 2018, we summarized efforts Congress and the Executive Branch have taken to improve the use of performance information in federal decision-making since 1993.[22] At that time, we found that the use of performance information across the federal government generally had not changed, or had decreased, according to our analyses of various survey questions. For example, the government-wide score of our use of performance information index declined in 2017 compared to 2007 (as shown in figure 1, along with the questions that comprise the index). We also found relatively few changes in 2017 compared to 2013 in the survey results of individual agencies.

[22]See Background section of GAO-18-609SP.

Figure 1: Government-wide Use of Performance Information Index Decreased in GAO's 2017 Survey of Federal Managers Compared to 2007



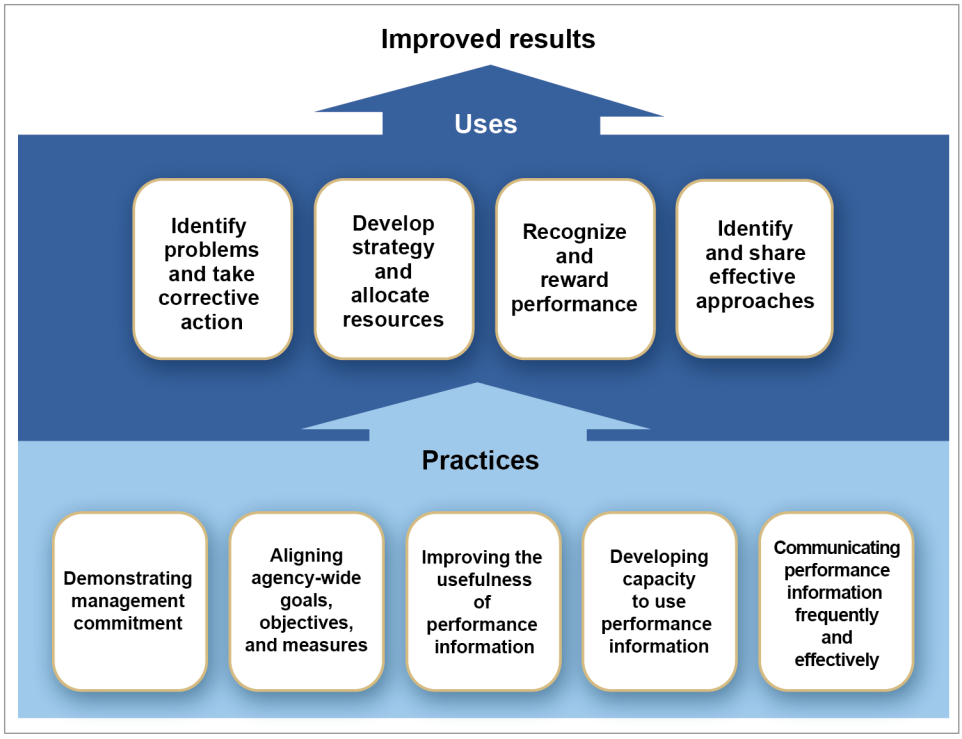
Source: GAO analysis of survey results. | GAO-22-103910

Accessible Data for Figure 1: Government-wide Use of Performance Information Index Decreased in GAO's 2017 Survey of Federal Managers Compared to 2007

Year	Score (the main line)	Lower confidence interval	Upper confidence interval
2007	3.46*	3.43	3.49
2013	3.41	3.38	3.44
2017	3.39	3.36	3.42

Moreover, our prior surveys found few reported changes government-wide or at individual agencies on questions related to five leading practices that can promote the use of performance information and improve results for decision-making. Figure 2 identifies those five practices.[23]

Figure 2: Practices that Can Promote the Use of Performance Information for Management Decision-Making



Source: GAO. | GAO-22-103910

Note: See GAO, *Managing for Results: Enhancing Agency Use of Performance Information for Management Decision Making*, GAO-05-927 (Washington, D.C.: Sept. 9, 2005). To identify the practices described in this report, we reviewed relevant literature, including our prior reports, spoke to experts in using performance information, and held group discussions with federal program managers.

Our 2017 survey also asked about data-driven reviews, which are regularly scheduled, structured meetings used by agency leaders and managers to review and analyze data on progress toward key performance goals and other management-improvement priorities. Those survey results showed that managers who reported their programs were

[23]GAO-05-927.

subject to data-driven reviews to a greater extent also reported greater use of performance information in decision-making. We also found that those managers reported following two different sets of leading practices to a greater extent: (1) those noted above in figure 2 that promote the use of performance information, and (2) those that promote successful data-driven reviews.[24]

Despite the reported benefits and results of using data-driven reviews, our 2017 survey data showed these reviews were not necessarily widespread. In September 2017, we recommended that the Director of the Office of Management and Budget (OMB) work with the Performance Improvement Council (PIC) to identify and share among agencies practices for expanding the use of data-driven performance reviews beyond agency priority goals.[25] Since that time, OMB and the PIC have taken actions that implemented this recommendation. For example, OMB and the PIC encouraged agencies to expand their use of data-driven reviews beyond agency priority goals in guidance provided through Circular No. A-11 and the Goal Playbook, respectively. In April 2021, OMB staff told us that the Goal Playbook was the primary resource and guide for illustrating principles, best practices, and case examples for agencies. One of the Goal Playbook's best practices is to hold data-driven reviews regularly, and it provides agencies with resources about conducting them at lower organizational levels.

Congressional and Executive Branch Actions to Increase Use of Performance Information

GPRAMA was enacted about 10 years ago to, in part, enhance agencies' use of performance information. OMB and agencies' implementation of the processes and practices established by GPRAMA continues to

[24]GAO-18-609SP and GAO-17-775.

[25]GAO-17-775. The PIC is an interagency council comprised of Performance Improvement Officers from across the federal government. It is charged with assisting OMB to improve the performance of the federal government, including by facilitating the exchange among agencies of practices that have led to performance improvements.

mature as they near the end of the second full performance planning and reporting cycle.[26]

The Evidence Act created a framework for agencies to take a more comprehensive and integrated approach to building and using evidence. OMB defines evidence as "the available body of facts or information indicating whether a belief or proposition is true or valid."[27] According to its guidance, evidence can consist of quantitative or qualitative information and may be derived from a variety of sources, including performance measurement, program evaluations, and other data, research, and analysis.[28] OMB recommends that agencies build a portfolio of high-quality, credible sources of evidence—rather than a single source—to support decision-making. The benefit of building a portfolio of evidence is fully realized when it is used to identify and correct problems, improve program implementation, and make other important management and resource allocation decisions.

The executive branch has taken actions intended to improve the use of performance information and other evidence in decision-making. These include creating the Leveraging Data as a Strategic Asset cross-agency

[26]GPRAMA altered the timing of performance planning cycles—the strategic plan in particular—to better align with presidential terms. Following a period of interim implementation from 2011 through early 2014, the first cycle covered 2014 to 2018, and the second cycle covers 2018 to 2022.

[27]OMB, Circular No. A-11, § 200.22 (July 2020). The Evidence Act defines evidence as "information produced as a result of statistical activities conducted for a statistical purpose." It defines statistical purpose as "the description, estimation, or analysis of the characteristics of groups, without identifying the individuals or organizations that comprise such groups [and] includes the development, implementation, or maintenance of methods, technical or administrative procedures, or information resources that support" those actions. Pub. L. No. 115-435, § 302(a), 132 Stat. 5544 (codified at 44 U.S.C. § 3561(6), (12)). OMB's Circular No. A-11 contains these definitions. However, the guidance also states that in the context of improving organizational and agency performance, "evidence" can be viewed more broadly, in line with OMB's definition.

[28]OMB, Circular No. A-11, § 200.22 (July 2020), and M-19-23.

priority (CAP) goal in the 2018 President's Management Agenda.[29] This CAP goal established a 10-year plan to accelerate agencies' use of data in decision-making, while protecting security, privacy, and confidentiality. It provided additional support for government-wide data governance efforts and established the Federal Data Strategy and a related action plan to help agencies fully leverage the value of data to fulfill their missions and serve the public.[30]

The action plan included a goal for the federal government to "promote efficient and appropriate data use," and identified 20 different actions agencies were to take in 2020 to show progress. In January 2021, agencies' progress towards implementing each of the actions, and related targets and milestones, was publicly reported on a web-based dashboard.

Federal Managers at a Majority of Agencies Reported Increases in the Use of Performance Information in 2020

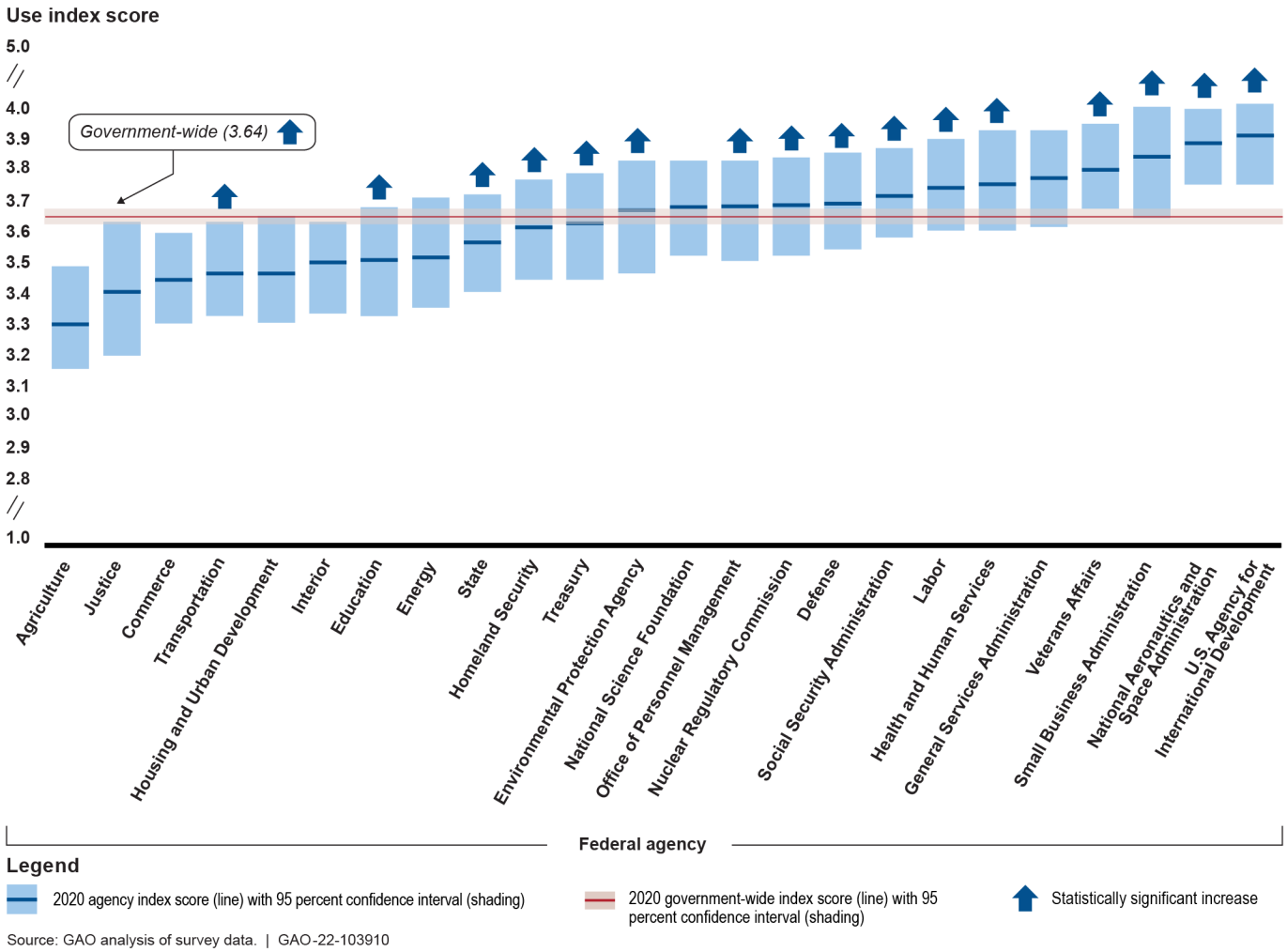
The reported use of performance information by managers across the federal government increased in 2020. Government-wide, our use of performance information index—which creates from 11 survey questions a single score that approximates the reported use of performance information in decision-making—increased to 3.64 out of 5, the highest result since we developed the index in 2007. In 2017, the government-wide index score was 3.39.

[29]CAP goals are crosscutting and include outcome-oriented goals covering a limited number of policy areas as well as goals for management improvements needed across the government. OMB is to coordinate with agencies to establish CAP goals at least every 4 years. 31 U.S.C. § 1120(a). For our previous work assessing CAP goals, see GAO, *Government Performance Management: Key Considerations for Implementing Cross-Agency Priority Goals and Progress Addressing GAO Recommendations*, GAO-21-104704 (Washington, D.C.: Sept. 28, 2021), as well as GAO-17-775 and GAO, *Managing for Results: OMB Improved Implementation of Cross-Agency Priority Goals, But Could Be More Transparent About Measuring Progress,* GAO-16-509 (Washington, D.C.: May 20, 2016).

[30]OMB, *Federal Data Strategy – A Framework for Consistency*, OMB Memorandum M-19-18 (Washington, D.C.: June 4, 2019). The strategy and its related principles, practices, and action plan are available at https://strategy.data.gov. We previously reviewed actions implemented as part of the action plan in GAO, *Data Governance: Agencies Made Progress in Establishing Governance, but Need to Address Key Milestones*, GAO-21-152 (Washington, D.C.: Dec 16, 2020).

Results for individual agencies largely reflected the government-wide trend. We found increases in index scores at two-thirds of the agencies (16 of 24) compared to 2017, as shown in figure 3. At the remaining eight agencies, index scores did not change when compared to 2017. Appendix II provides further comparisons of 2020 index scores to those in past survey years.

Figure 3: 2020 Use of Performance Information Index Scores across the Government Compared to 2017



Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 3: 2020 Use of Performance Information Index Scores across the Government Compared to 2017

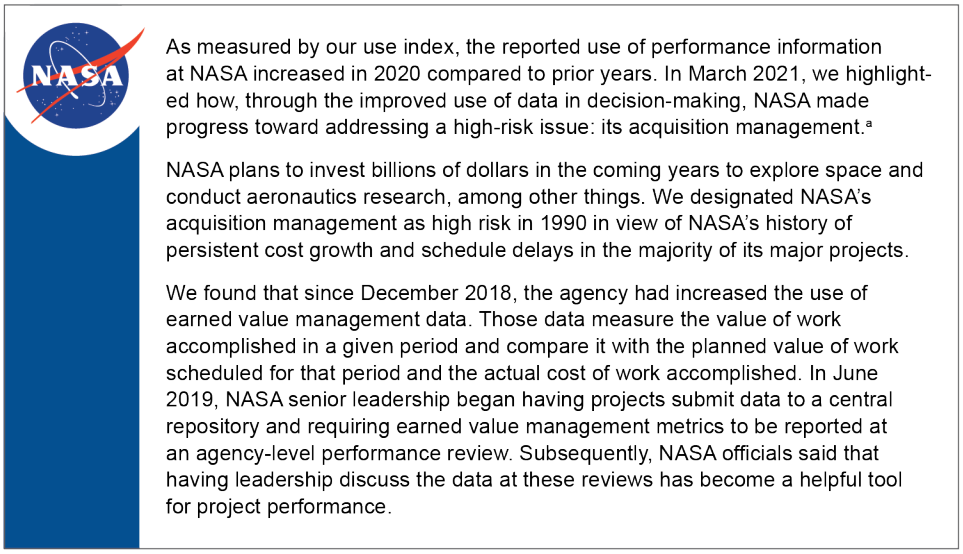
Agency	Lower Confidence Interval	Score	Upper Confidence Interval	Statistically significantly higher than 2017 score?
Agriculture	3.18	3.33	3.49	
Justice	3.20	3.41	3.62	
Commerce	3.31	3.44	3.58	
Transportation	3.36	3.49	3.63	statistically significant increase
Housing and Urban Development	3.33	3.49	3.65	
Interior	3.36	3.50	3.63	
Education	3.35	3.51	3.68	statistically significant increase
Energy	3.38	3.54	3.71	
State	3.43	3.57	3.72	statistically significant increase
Homeland Security	3.47	3.62	3.77	statistically significant increase
Treasury	3.47	3.63	3.79	statistically significant increase
Environmental Protection Agency	3.49	3.66	3.83	statistically significant increase
National Science Foundation	3.54	3.68	3.83	
Office of Personnel Management	3.53	3.68	3.83	statistically significant increase
Nuclear Regulatory Commission	3.54	3.69	3.84	statistically significant increase
Defense	3.55	3.70	3.85	statistically significant increase
Social Security Administration	3.59	3.73	3.87	statistically significant increase

Agency	Lower Confidence Interval	Score	Upper Confidence Interval	Statistically significantly higher than 2017 score?
Labor	3.60	3.75	3.90	statistically significant increase
Health and Human Services	3.60	3.76	3.93	statistically significant increase
General Services Administration	3.62	3.78	3.93	
Veterans Administration	3.66	3.81	3.95	statistically significant increase
Small Business Administration	3.64	3.83	4.02	statistically significant increase
National Aeronautics and Space Administration	3.76	3.88	4.00	statistically significant increase
U.S. Agency for International Development	3.76	3.91	4.06	statistically significant increase
Government-wide	3.61	3.64	3.67	statistically significant increase

Note: The use of performance information index score is an average of the results on 11 positively correlated survey questions related to the use of performance information for various management activities and decision-making. It runs from 1 to 5. A 1 reflects that managers reported they and others in their agency engage to “no extent” in the use of performance information for those activities. A 5 reflects to a “very great extent.” Significant differences were assessed through statistical tests that account for survey design and weighting.

Figure 4 highlights actions one agency, the National Aeronautics and Space Administration, has taken to increase its use of performance information.

Figure 4: National Aeronautics and Space Administration's (NASA) Use of Data to Manage the Performance of Its Acquisitions



Source: GAO. | GAO-22-103910

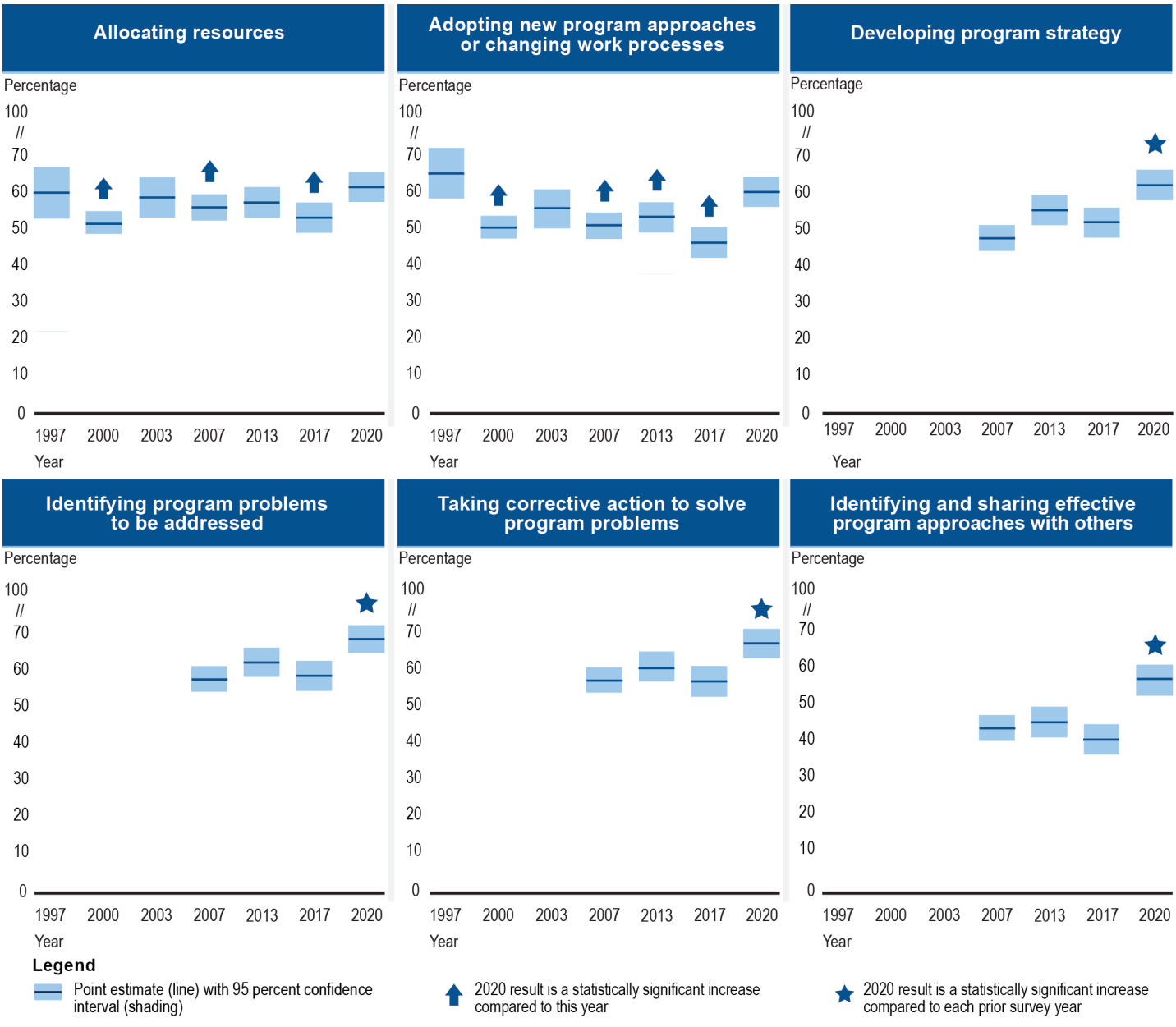
[a]GAO, *High-Risk Series: Dedicated Leadership Needed to Address Limited Progress in Most High-Risk Areas*, GAO-21-119SP (Washington, D.C.: Mar. 2, 2021).

When we disaggregated the index and analyzed responses to the 11 questions that comprise it, we found similar increases in positive responses (i.e., managers reporting to a "great" or "very great" extent). Government-wide, managers reported increases in positive responses on nine of the 11 questions in 2020 when compared to 2017.[31] For example, results increased on all six questions about the use of performance information in specific decision-making activities. Further, results on four of those six questions were the highest since they were introduced in 2007, as shown in figure 5.

[31]On the remaining two survey questions, there were no changes when comparing 2017 and 2020 results. For full survey results, see survey items 6d-g,j,k, 8e, 9a,c, 11j, and 14b in GAO-21-537SP.

Figure 5: Federal Managers' Reported Use of Performance Information for Selected Management Activities Increased in 2020 Compared to Prior Surveys

Estimates of Percentage Reporting to a "Great" or "Very Great" Extent, Presented with 95 Percent Confidence Intervals



Source: GAO analysis of survey results. | GAO-22-103910

Accessible Data for Figure 5: Federal Managers' Reported Use of Performance Information for Selected Management Activities Increased in 2020 Compared to Prior Surveys

Federal Managers' Survey question	1997	2000	2003	2007	2013	2017	2020
Allocating Resources	52.68	48.26	53.15	51.97	52.95	48.56	57.37
	59.64	51.25	58.51	55.47	57.08	52.71	61.41
	66.60	54.24	63.88	58.97	61.21	56.86	65.45
Adopting new program approaches or changing work processes	57.86	46.97	49.87	47.11	48.79	41.73	55.66
	64.75	49.95	55.28	50.57	52.99	45.91	59.78
	71.65	52.92	60.69	54.02	57.18	50.10	63.90
Developing Program Strategy	NA	NA	NA	43.78	51.04	47.41	57.76
	NA	NA	NA	47.23	55.12	51.54	61.86
	NA	NA	NA	50.68	59.20	55.66	65.96
Identifying program problems to be addressed	NA	NA	NA	53.85	57.84	53.99	64.34
	NA	NA	NA	57.31	61.84	58.09	68.16
	NA	NA	NA	60.77	65.84	62.20	71.97
Taking corrective action to solve program problems	NA	NA	NA	53.19	56.33	52.10	62.67
	NA	NA	NA	56.64	60.38	56.25	66.64
	NA	NA	NA	60.09	64.44	60.40	70.61
Identifying and sharing effective program approaches with others	NA	NA	NA	39.45	40.42	35.68	51.79
	NA	NA	NA	42.91	44.62	39.84	56.00
	NA	NA	NA	46.38	48.82	44.01	60.21

Note: Percentages are based on the 88 percent of managers who reported having performance information for their program(s). Significant differences were assessed through statistical tests that account for survey design and weighting. For additional information on the results presented in this figure, see survey questions 6d-g, 6j, and 6k in GAO-21-537SP.

Appendix III provides figures illustrating government-wide results for (1) the other five questions that comprise the use of performance information index, and (2) additional questions related to the use of performance information in specific decision-making activities.

Selected Agency Statistically Significant Results on the 11 Questions that Comprise the Use of Performance Information Index

Increases in positive responses on a majority of questions:

- Department of Health and Human Services (9 questions)
- Department of Homeland Security (9)
- Nuclear Regulatory Commission (7)
- Small Business Administration (7)
- National Aeronautics and Space Administration (6)

Mixed results:

- Office of Personnel Management (5 increases, 1 decrease)

No changes on any question:

- Department of Agriculture
- Department of Housing and Urban Development
- Department of the Interior
- Department of Justice
- National Science Foundation

Source: GAO. | GAO-22-103910

When we examined the agency-level results on each of these 11 questions we found that the majority of 2020 results on the questions were consistent with those from our 2017 survey (i.e., no change). However, our analyses identified a greater number of increases in positive responses, and fewer decreases, in 2020 than we found in 2017.[32] While 19 of 24 agencies had changes on at least one question, the number varied by agency (see sidebar for examples that show the range of this variation).[33] The majority of agencies (14) had an increase on five or fewer questions.

[32]We assessed changes in agencies' results on these questions for the first time in 2017. See GAO-18-609SP. In 2020, there were 84 increases (out of 264 agency-level results) when results were compared to 2017. In 2017, there were 10 increases between 2013 and 2017 results for these 11 questions.

[33]We identified one decrease at the agency level in 2020, which is fewer than in 2017. It was at the Office of Personnel Management on a question related to agency top leadership demonstrating commitment to using performance information. See survey question 14b in GAO-21-537SP.

Appendix IV includes additional information summarizing these agency-level statistically significant results on questions that comprise the use index. Appendix V identifies, by agency, statistically significant results for each of these questions, as applicable.

Selected Leading Practices and Data-Driven Reviews Continue to be Positively Associated with Greater Reported Use of Performance Information

Managers Reported Increased Use of Leading Practices that Promote the Use of Performance Information

In 2020, managers reported increased use of leading practices that can promote the use of performance information in decision-making (see sidebar). Our analyses identified 15 survey questions reflecting aspects of these leading practices that were associated with higher use index scores.[34] Five of those questions were newly added to our survey in 2020, but we were able to compare the results from the 10 other questions to our prior surveys.

Practices That Can Promote the Use of Performance Information

- Aligning agency-wide goals, objectives, and measures
- Improving the usefulness of performance information
- Developing capacity to use performance information
- Demonstrating management commitment
- Communicating performance information frequently and effectively

Source: GAO-05-927. | GAO-22-103910

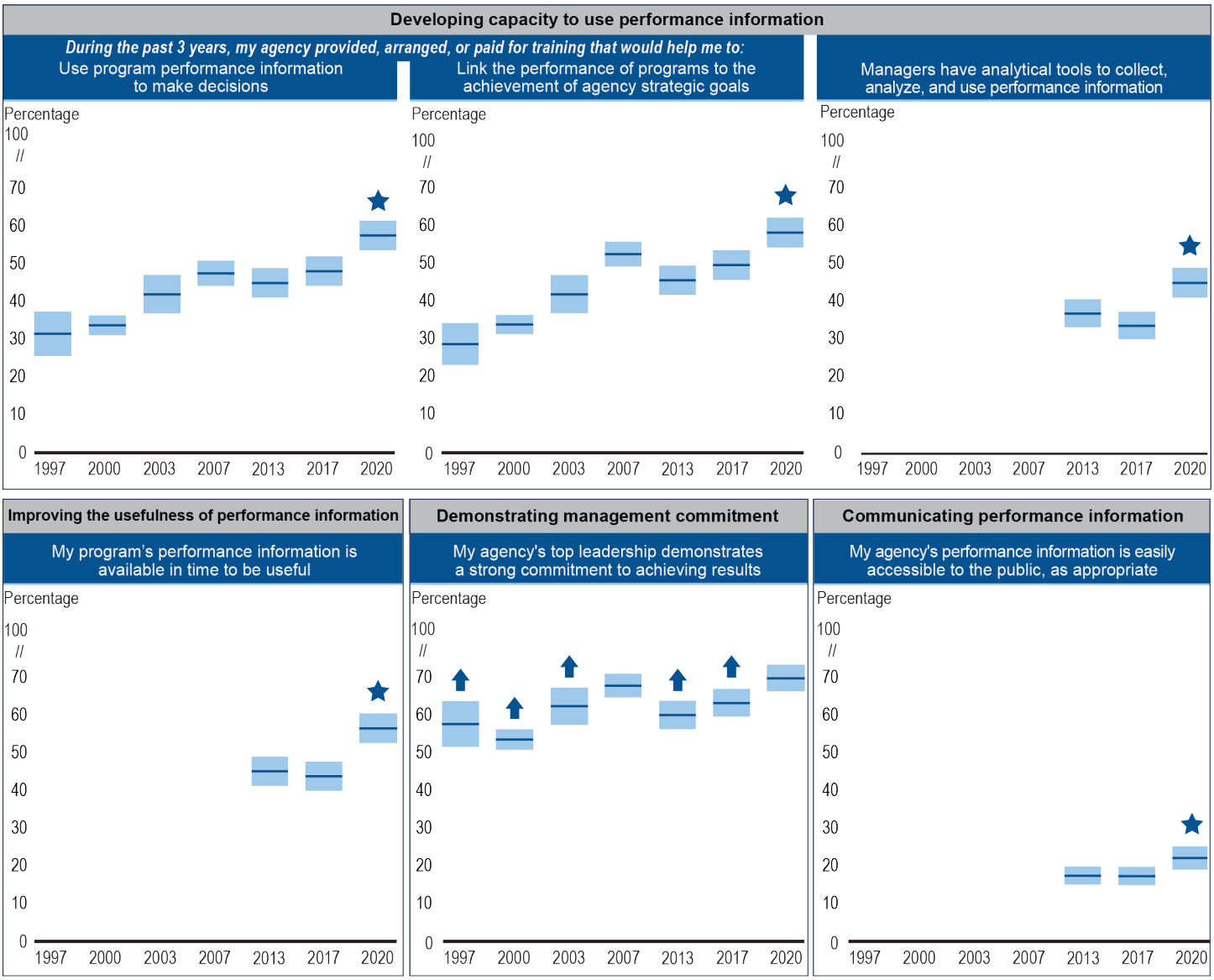
Government-wide, results on six of the 10 questions increased when compared to 2017, as shown in figure 6.[35] These questions related to four of the leading practices. Moreover, for five of those questions, managers reported the highest results since those questions were introduced.

[34]See figure 9 in appendix I for a full list of these 15 questions and a fuller discussion of our analyses. As described earlier, we derived these questions after initially identifying 33 questions in our 2020 survey that reflected aspects of the five leading practices.

[35]There were no changes on the remaining four questions.

Figure 6: Federal Managers Reported Increased Use of Selected Leading Practices to Promote the Use of Performance Information in 2020

Estimates of Percentage Reporting to a “Great” or “Very Great” Extent, Presented with 95 Percent Confidence Intervals



Source: GAO analysis of survey results. | GAO-22-103910

Accessible Data for Figure 6: Federal Managers Reported Increased Use of Selected Leading Practices to Promote the Use of Performance Information in 2020

During past 3 years, agency provided, arranged or paid for training that would help you use program performance information to make decisions				
Year	**Upper-CI**	**Estimate**	**Lower-CI**	**Highest of all time?**
1997	37.11	31.25	25.40	.
2000	36.09	33.47	30.85	.
2003	46.83	41.74	36.65	.
2007	50.61	47.28	43.94	.
2013	48.66	44.77	40.88	.
2017	51.87	47.91	43.96	.
2020	61.29	57.35	53.41	Yes (gets a start)

During past 3 years, agency provided, arranged or paid for training that would help you link the performance of programs to the achievement of agency strategic goals				
Year	**Upper-CI**	**Estimate**	**Lower-CI**	**Highest of all time?**
1997	34.01	28.46	22.90	.
2000	36.23	33.65	31.07	.
2003	46.77	41.70	36.63	.
2007	55.70	52.37	49.05	.
2013	49.31	45.42	41.53	.
2017	53.42	49.47	45.52	.
2020	61.98	58.07	54.16	Yes (gets a start)

Managers have analytical tools to collect, analyze, and use performance information				
Year	**Upper-CI**	**Estimate**	**Lower-CI**	**Highest of all time?**
1997	NA	NA	NA	.
2000	NA	NA	NA	.
2003	NA	NA	NA	.
2007	NA	NA	NA	.
2013	40.34	36.63	32.92	.
2017	37.01	33.40	29.79	.
2020	48.68	44.73	40.77	Yes (gets a start)

The performance information is available in time to be useful				
Year	**Upper-CI**	**Estimate**	**Lower-CI**	**Highest of all time?**
1997	NA	NA	NA	.
2000	NA	NA	NA	.
2003	NA	NA	NA	.
2007	NA	NA	NA	.
2013	48.78	44.92	41.07	.
2017	47.44	43.57	39.70	.
2020	60.30	56.39	52.48	Yes (gets a start)

My agency's top leadership demonstrates a strong commitment to achieving results				
Year	**Upper-CI**	**Estimate**	**Lower-CI**	**Highest of all time?**
1997	63.64	57.58	51.51	.
2000	56.16	53.44	50.72	.
2003	67.31	62.31	57.30	.
2007	70.94	67.79	64.64	.
2013	63.74	59.94	56.14	.
2017	66.82	63.19	59.55	.
2020	73.27	69.75	66.23	No (doesn't get a star)

My agency's performance information is easily accessible to the public, as appropriate				
Year	**Upper-CI**	**Estimate**	**Lower-CI**	**Highest of all time?**
1997	NA	NA	NA	.
2000	NA	NA	NA	.
2003	NA	NA	NA	.
2007	NA	NA	NA	.
2013	19.68	17.28	14.89	.
2017	19.63	17.18	14.73	.
2020	25.09	21.97	18.84	Yes (gets a start)

Note: Significant differences were assessed through statistical tests that account for survey design and weighting. For additional information on the results presented in this figure, see survey questions 7b, 10e-f, 11f, 12b, and 14a in GAO-21-537SP.

Selected Agency Statistically Significant Results on the 10 Questions Related to Leading Practices

Increases in positive responses on at least half of the questions:

- Small Business Administration (6 questions)
- Department of Health and Human Services (5)

Mixed results:

- Environmental Protection Agency (5 increases, 1 decrease)

Decreases in positive responses:

- Department of Agriculture (1 question)
- Department of the Interior (1)

No Changes:

- Department of Commerce
- Department of Energy
- Department of Housing and Urban Development
- Department of Justice
- National Science Foundation
- Social Security Administration

Source: GAO. | GAO-22-103910

When we examined the agency-level results on each of these 10 questions we again found that the majority of results were consistent with those in 2017 (i.e., no change). However, our analyses also identified a greater number of increases in positive responses, and fewer decreases, in 2020 than we found in 2017.[36] While 18 agencies had a change on at least one of these questions, the number of changes once again varied by agency (see sidebar for examples that show the range of this variation). The majority of agencies (13) saw increases on four or fewer questions. Figure 7 highlights actions one agency, the Department of

[36]We assessed changes in agencies' results on questions associated with leading practices for the first time in 2017. See GAO-18-609SP. In 2020, there were 46 increases (of 240 total agency-level results) when results were compared to 2017. In 2017, there were 16 increases when results were compared to those from 2013. We also identified three decreases at the agency level in 2020, which is fewer than in 2017. The scope of this analysis did not involve a broader assessment of whether agencies were sufficiently following the five leading practices.

State, has taken that reflect the leading practice to develop capacity to use performance information.

Figure 7: Department of State's Bureau of International Narcotics and Law Enforcement Affairs Enhanced Its Capacity to Use Performance Information for the Caribbean Basin Security Initiative

Managers at the Department of State (State) reported an increase in the availability of tools to collect, analyze, and use performance information in 2020 compared to prior years. That action reflects a leading practice that can enhance an agency's use of performance information: developing capacity. In recent years, our work has also highlighted actions State has taken to improve its capacity to develop and use performance information.

For example, in February 2019, we found that State's Bureau of International Narcotics and Law Enforcement Affairs (INL) did not have a process for centrally collecting reliable data to monitor the performance of its activities for the Caribbean Basin Security Initiative (CBSI).[a] The initiative was created to respond to a variety of economic and security challenges that jeopardize the region's economic growth and development, which also threaten U.S. security due to close societal ties and geographic proximity. We recommended that State develop and implement a data management system for INL to centrally collect reliable program monitoring data.

As of September 2021, State had taken actions to implement our recommendation. This included creating templates for INL's relevant offices and implementing partners in the Caribbean to consistently report program monitoring data. INL also developed tools to centrally maintain and use those data, for example, through data visualization techniques. These actions help ensure INL has capacity to develop and use reliable performance data, allowing it to more comprehensively and accurately monitor and report on its CBSI activities and track trends across countries.

Source: GAO. | GAO-22-103910

[a]GAO, *Security Assistance: U.S. Agencies Should Establish a Mechanism to Assess Caribbean Basin Security Initiative Progress*, GAO-19-201 (Washington, D.C.: Feb. 27, 2019).

Appendix IV includes additional information summarizing these agency-level statistically significant results on questions that reflect leading practices. Appendix V identifies, by agency, statistically significant results for each of these questions, as applicable.

In our September 2018 report, we found similar variation in agency-level results from our 2017 survey related to the use of performance information and leading practices that can promote it. We recommended that the Director of OMB and the PIC use those results to identify and share among agencies proven practices for increasing, and challenges

that hamper, the use of performance information in decision-making more extensively within agencies.[37]

Since that time, OMB, the PIC, and others have taken actions intended to increase the use of performance information, such as developing and delivering relevant training sessions. However, in July 2021, OMB staff told us they had not yet engaged the agencies highlighted by our prior survey results to identify such practices and challenges, as we recommended. Although results from our 2020 survey suggest there have been improvements, we continue to believe these actions are important. They could lead to greater use of performance information in decision-making at individual agencies and across the federal government, which in turn can lead to improved performance and results. We will continue to monitor progress to address this recommendation.

Involvement in Data-Driven Reviews Continues to Be Positively Associated with Greater Reported Use of Performance Information and Leading Practices

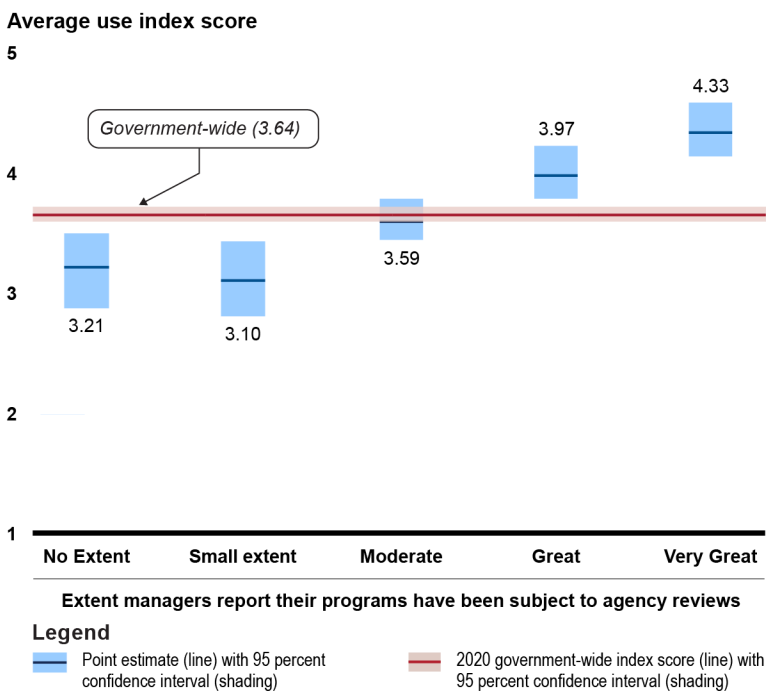
Our 2020 survey results reinforced our prior findings that managers whose programs were subject to data-driven reviews reported greater use of performance information, leading practices that promote such use, and leading practices for effective data-driven reviews.[38]

Government-wide, 42 percent of managers reported being “somewhat” or “very” familiar with data-driven reviews. Those who reported their programs had been subject to data-driven reviews to a “great” or “very great” extent had index scores that were statistically significantly higher than those whose programs were subject to these reviews to a lesser extent (see fig. 8).

[37]GPRAMA established the PIC in law. 31 U.S.C. § 1124(b). The PIC was originally established by a 2007 executive order (see Executive Order No. 13450, *Improving Government Program Performance,* 72 Fed. Reg. 64519 (Nov. 13, 2007)). It is chaired by the Deputy Director for Management of OMB and includes Performance Improvement Officers (PIOs) from each of the 24 Chief Financial Officers Act agencies, as well as other PIOs and individuals designated by the chair. Among its responsibilities, the PIC is to work to resolve government-wide or cross-cutting performance issues, and facilitate the exchange among agencies of practices that have led to performance improvements.

[38]GAO-18-609SP and GAO-17-775.

Figure 8: Managers Reporting Their Programs Were Subject to Data-Driven Reviews Reported Greater Use of Performance Information in Decision-Making



Source: GAO analysis of survey results. | GAO-22-103910

Accessible Data for Figure 8: Managers Reporting Their Programs Were Subject to Data-Driven Reviews Reported Greater Use of Performance Information in Decision-Making

Category	Mean Use Index	Lower 95CI	Upper 95CI
No Extent	3.21	2.89	3.53
Small Extent	3.1	2.79	3.41
Moderate	3.59	3.42	3.77
Great	3.97	3.87	4.07
Very Great	4.33	4.13	4.53
Government-wide average	3.64	3.61	3.67

Practices that Promote Successful Data-Driven Reviews

- Agency leaders use data-driven reviews as a leadership strategy to drive performance improvement.
- Key players attend reviews to facilitate problem solving.
- Reviews ensure alignment between agency goals, program activities, and resources.
- Agency leaders hold managers accountable for diagnosing problems and identifying strategies for improvement.
- Agency has capacity to collect accurate, useful, and timely performance data.
- Agency staff have the skills to analyze and clearly communicate complex data for decision-making.
- Rigorous preparations enable meaningful performance discussions.
- Reviews are conducted frequently and regularly.
- Participants engage in rigorous and sustained follow-up on issues identified during reviews.

Source: GAO-13-228. | GAO-21-103910

Similarly, we also found that managers whose programs were subject to data-driven reviews continued to report higher results on questions related to two different sets of leading practices: (1) those identified earlier related to practices that can promote the use of performance information, and (2) those related to our leading practices that promote successful data-driven reviews (see sidebar).[39]

For example, of the managers who reported their programs were subject to data-driven reviews to a “great” or “very great” extent, 87 percent reported that their agency leadership actively participated in these reviews. Conversely, of the managers who reported their programs were subject to data-driven reviews to a “small” or “no” extent, 30 percent reported that their agency leadership did so.[40]

[39]These leading practices are identified in GAO-05-927 and GAO-13-228, respectively.

[40]For full results, see survey question 16d in GAO-21-537SP.

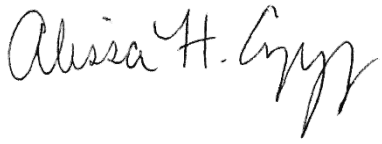
Agency Comments

We provided a draft of this report to OMB for review and comment. We also provided a draft of the report to each of the 24 federal agencies covered by our survey.

The Department of Veterans Affairs and the U.S. Agency for International Development provided written comments reprinted in appendixes VI and VII, respectively. Each highlighted a selection of its results from our survey and described its efforts to improve the use of evidence in decision-making.

OMB and 15 other agencies informed us that they had no comments: the Departments of Commerce, Education, Energy, Homeland Security, Labor, State, and Transportation; Environmental Protection Agency; General Services Administration; National Aeronautics and Space Administration; National Science Foundation; Nuclear Regulatory Commission; Office of Personnel Management, Small Business Administration; and Social Security Administration. The remaining seven agencies did not provide a response.

We are sending copies of this report to congressional addressees, the Acting Director of OMB, the heads of each of the 24 agencies, and other interested parties. This report will also be available at no charge on the GAO website at http://www.gao.gov. If you or your staff have any questions about this report, please contact me at (202) 512-6806 or czyza@gao.gov. Contact points for our Offices of Congressional Relations and Public Affairs may be found on the last page of this report. Key contributors to this report are listed in appendix VIII.



Alissa H. Czyz
Acting Director, Strategic Issues

List of Congressional Committees

The Honorable Gary C. Peters
Chairman
The Honorable Rob Portman
Ranking Member
Committee on Homeland Security and Governmental Affairs
United States Senate

The Honorable Jon Ossoff
Chairman
The Honorable Ron Johnson
Ranking Member
Permanent Subcommittee on Investigations
Committee on Homeland Security and Governmental Affairs
United States Senate

The Honorable Kyrsten Sinema
Chair
The Honorable James Lankford
Ranking Member
Subcommittee on Government Operations and Border Management
Committee on Homeland Security and Governmental Affairs
United States Senate

The Honorable Carolyn B. Maloney
Chairwoman
The Honorable James Comer
Ranking Member
Committee on Oversight and Reform
House of Representatives

The Honorable Gerald E. Connolly
Chairman
The Honorable Jody Hice
Ranking Member
Subcommittee on Government Operations
Committee on Oversight and Reform
House of Representatives

Appendix I: Objectives, Scope, and Methodology

The GPRA Modernization Act of 2010 and the Foundations for Evidence-Based Policymaking Act of 2018 include provisions for us to review different aspects of their implementation at several points in time.[1] Using results from our 2020 survey of federal managers, this report assesses the extent to which

1. federal managers' reported use of performance information in decision-making changed in 2020 compared to our prior surveys, and
2. selected leading practices and data-driven reviews were associated with greater reported use of performance information.

For both objectives, in addition to analyzing survey results, we reviewed relevant guidance and other documents related to the use of performance information in the federal government. This included those developed by the Office of Management and Budget (OMB) and the Performance Improvement Council, as well as our prior work reviewing these issues across the federal government and at individual agencies, including the Department of State (State) and the National Aeronautics and Space Administration. We also interviewed OMB staff on federal actions to encourage the use of performance information in decision-making and address related recommendations from our prior work.

Survey Development, Administration, and Results

We surveyed federal managers for their views on the availability and use of performance information, practices that can promote the use of this information, and their agencies' data-driven reviews.[2] Where these

[1]Pub. L. No. 111-352, § 15, 124 Stat. at 3883-84; Pub. L. No. 115-435, § 101(d), 132 Stat. at 5533 (codified at 5 U.S.C. 306 note), § 202(f)(1), 132 Stat. at 5543 (codified at 44 U.S.C. § 3520A(e)) and § 202(g), 132 Stat. at 5543.

[2]For more detailed information on how we developed and administered the survey see the Objectives, Scope, and Methodology appendix in GAO-21-537SP.

questions were comparable to those included in our prior surveys, we compared the results from survey to survey.

From July 2020 through early December 2020, we administered our online survey to a stratified random sample of 3,993 individuals from a population of 150,447 civilian managers at 24 major federal agencies.[3] We defined managers as career civil service employees; specifically, management levels covered by general schedule (GS) or equivalent schedules at levels comparable to GS-13 through GS-15 and career Senior Executive Service (SES) or equivalent. We obtained the sample from the Office of Personnel Management's Enterprise Human Resources Integration database as of March 2019, which was the most recent data available at the time, and State's database on Foreign Service Officers. We determined that the data elements used to draw our sample were sufficiently reliable for that purpose.[4]

Two types of errors arise in sample surveys: sampling errors and nonsampling errors. Surveys are subject to nonsampling errors due to the practical issues of conducting a survey. For example, differences in interpreting a particular question, sources of information available to respondents, or the types of people who do not respond can introduce variability into the survey results. We took steps in developing the questionnaire, collecting the data, and analyzing the data to minimize such nonsampling error.

We received usable questionnaires from 60 percent of sampled managers. After closing the survey, we conducted an analysis to assess

[3]The 24 agencies are those identified in the Chief Financial Officers (CFO) Act of 1990, as amended, which are generally the largest federal agencies. 31 U.S.C. § 901(b). The 24 CFO Act agencies are the U.S. Departments of Agriculture, Commerce, Defense, Education, Energy, Health and Human Services, Homeland Security, Housing and Urban Development, the Interior, Justice, Labor, State, Transportation, the Treasury, and Veterans Affairs, as well as the U.S. Agency for International Development, Environmental Protection Agency, General Services Administration, National Aeronautics and Space Administration, National Science Foundation, Nuclear Regulatory Commission, Office of Personnel Management, Small Business Administration, and Social Security Administration.

[4]See the Objectives, Scope, and Methodology section of GAO-21-537SP for additional information about our survey development, administration, and results, including the steps we took to determine the reliability and accuracy of these data.

potential biases in whether managers responded.[5] Our assessment found differences in an individual's tendency to respond to the survey based on the agency at which they work, whether they were a member of the SES, and their age.

Based on these results, we adjusted sampling weights to account for these biases and the design of our sample, and ensure that estimates are generalizable. As a result, the overall weighted response rate was 56 percent.[6] The weighted response rate at each agency ranged from 51 percent to 83 percent, except for the Department of Justice, which had a weighted response rate of 27 percent.[7] The results of our 2020 survey are generalizable to the population of managers government-wide and at each individual agency.[8]

We express the variability in results as a 95 percent confidence interval.[9] The maximum margin of error was less than or equal to 4.2 percentage points for the government-wide estimates, and 16.5 percentage points for the agency-level estimates.

Use of Performance Information Index

To address our first objective, we used data from our 2020 survey to update government-wide and agency scores on our use of performance

[5]OMB guidelines state that agencies should plan for a nonresponse bias analysis if the expected response rate is below 70 percent for any items used in a report. See OMB, *Standards and Guidelines for Statistical Surveys* (Washington, D.C.: September 2006).

[6]We apply weights to survey responses to account for the design of our sample and ensure that estimates are generalizable to the population of federal managers. The difference between the unweighted and weighted government-wide response rate in 2020 is due to higher response rates at small—to—mid-sized agencies, and lower response rates at certain mid—to—large-sized agencies. After accounting for this, the weighted government-wide response rate was lower than the unweighted rate.

[7]Results from agencies with low response rates should be interpreted with caution.

[8]In July 2021, we also issued online supplemental material that shows responses to all survey items at the government-wide level and for each individual agency, including each agency's response rate. See GAO, *2020 Federal Managers Survey: Results on Government Performance and Management Issues*, GAO-21-537SP (Washington, D.C.: July 27, 2021). The supplement also provides additional details about our scope and methodology for conducting the survey.

[9]This is the interval that would contain the actual population value for 95 percent of the samples we could have drawn, since each could have provided different estimates.

information index. The index averages managers' responses to 11 questions related to the use of performance information.[10] The index ranges from 1 (corresponding to an average value of "to no extent") to 5 (corresponding to an average value of "to a very great extent").[11] Our government-wide index score weights each agency's contribution equally, and provides a relative measure of the use of performance information over time rather than an absolute indicator of the government-wide level of use of performance information.

Government-wide, we determined whether the index score, and the results on the 11 questions that comprise it, were statistically significantly different from prior results.[12] Specifically, for the index, the determinations of statistically significant differences went back to 2007, while several of the questions comprising the index went as far back as 1997. For each agency, we determined if the index scores were statistically significantly different from 2017 results. We also determined if each agency's 2020 results were statistically significantly different from the government-wide average. For each of the 11 questions that comprise the index, we identified individual agency results, including "no basis to judge responses" but excluding missing responses. We then determined when they were statistically significantly different from (1) the agency's results on the same question in 2017, or (2) the government-wide average result on the question in 2020. We did not conduct additional audit work to determine what may have caused statistically significant changes between our 2020 and past survey results.

Leading Practices Promoting Use of Performance Information

To address the second objective, we completed several statistical analyses that allowed us to assess the association between the index and

[10]GAO-18-609SP, GAO-17-775, and GAO-14-747. For more information on the original index we created for the 2007 federal managers survey see GAO-08-1026T.

[11]We used Cronbach's alpha to assess the internal consistency of the scale. The 2020 index had a score of 0.93, which meets generally accepted standards for scale reliability.

[12]We defined differences between estimates as statistically significant through the p-value. Statistical significance is achieved when the p-value is < 0.05. We focus on statistically significant results because they indicate that there is less than a 5 percent chance that we would observe a difference as large as we observed if such a difference did not exist, after accounting for the effects of sampling error.

survey questions that we determined related to leading practices we previously found to promote the use of performance information. These five practices are aligning agency-wide goals, objectives, and measures; improving the usefulness of performance information; developing the capacity to use performance information; demonstrating management commitment; and communicating performance information frequently and effectively.[13]

We identified 33 specific survey questions related to these five practices. Although we identified other questions also related to the five elements of effective performance management, some of these questions were already accounted for in our use of performance information index, and we excluded them.

When we individually tested these 33 survey questions (bivariate regression), we found that each was statistically significantly and positively related to the index in 2020. This means that each question, when tested in isolation from other factors, was associated with higher scores on the index. However, after controlling for other factors, when all 33 questions were tested together (multivariate regression), we found that nine questions continued to be positively and significantly associated with the index in 2020.

To conduct this multivariate analysis, we began with a base model that treated differences in managers' views of agency performance management use as a function of the agency where they worked. We found that a model only including a manager's agency explained a small percentage of the variation in the use index (R-squared of 0.03).[14] We next assessed whether managers' responses to these questions reflecting practices that promote the use of performance information related to their perceptions of agency use of performance information, independent of agency. The results of this analysis are presented in table 1 below. Each coefficient reflects the increase in our index associated with a one-unit increase in the value of a particular survey question.[15]

[13]GAO-05-927.

[14]R-squared is a measure of how much of the variability in the dependent variable is explained by the independent variables included in the model. It runs from 0 to 1.

[15]With the exception of intercepts for training, SES status, the constant term, and agency, questions in our model run from 1 (reflecting a response of " no extent") to 5 ("very great extent").

Table 1: Final Multivariate Regression Model Results (Dependent Variable: Use of Performance Information Index)

Category	Leading practice/variable	Regression model coefficients/fit information
Aligning agency-wide goals, objectives, and measures	Managers take steps to align program performance measures with agency-wide goals and objectives (11a)	0.05 (p-value < 0.05)
Aligning agency-wide goals, objectives, and measures	My agency takes steps to align program performance measures throughout the organization with agency-wide goals and objectives (13a)	0.09 (p-value <0.001)
Aligning agency-wide goals, objectives, and measures	Program staff and I take steps to align program performance measures with agency-wide goals and objectives (3a)	0.05
Improving the usefulness of performance information	The performance information is of sufficient quality (valid, credible, accurate, and complete) (7c)	0.09 (p-value < 0.01)
Improving the usefulness of performance information	Managers take steps to ensure that performance information is useful and/or appropriate (11g)	0.08 (p-value <0.001)
Improving the usefulness of performance information	There are meaningful performance measures for my program(s) (3b)	0.10 (p-value <0.001)
Improving the usefulness of performance information	Program staff and I have a shared understanding of the definitions used to measure performance (3c)	0.12 (p-value <0.001)
Improving the usefulness of performance information	I have access to the performance information I need to manage my program(s) (7a)	0.05
Improving the usefulness of performance information	The performance information is available in time to be useful (7b)	0.03
Improving the usefulness of performance information	The performance information is in an easy-to-use format (7d)	-0.03
Improving the usefulness of performance information	Managers can easily access my agency's performance information (11e)	-0.04
Improving the usefulness of performance information	My agency's performance information is easily accessible to employees, as appropriate (12a)	-0.05 (p-value < 0.05)
Improving the usefulness of performance information	My agency's performance information is available in time to be useful for employees (12c)	0.05
Improving the usefulness of performance information	My agency's performance information is of sufficient quality (valid, credible, accurate, and complete) (12d)	0.02
Improving the usefulness of performance information	My agency's performance information is in an easy-to-use format (12e)	-0.04
Developing agency capacity to use performance information	Managers have analytical tools to collect, analyze, and use performance information (11f)	0.05 (p-value < 0.05)
Developing agency capacity to use performance information	I have access to the analytical tools needed to collect, analyze, and use performance information (8a)	-0.01
Developing agency capacity to use performance information	Staff involved in the program(s) collectively have the knowledge and skills needed to collect, analyze, and use performance information (8b)	0.02
Developing agency capacity to use performance information	During the past 3 years, has your agency provided, arranged, or paid for training that would help you set program performance goals (10b)	0.01

Category	Leading practice/variable	Regression model coefficients/fit information
Developing agency capacity to use performance information	During the past 3 years, has your agency provided, arranged, or paid for training that would help you develop program performance measures (10c)	0.01
Developing agency capacity to use performance information	During the past 3 years, has your agency provided, arranged, or paid for training that would help you assess the quality of performance data (10d)	0.03
Developing agency capacity to use performance information	During the past 3 years, has your agency provided, arranged, or paid for training that would help you use program performance information to make decisions (10e)	0.04
Developing agency capacity to use performance information	During the past 3 years, has your agency provided, arranged, or paid for training that would help you link the performance of program(s)/operation(s)/project(s) to the achievement of agency strategic goals (10f)	-0.04
Developing agency capacity to use performance information	My agency has staff with the knowledge and skills needed to collect, analyze, and use performance information (13d)	0.001
Demonstrating management commitment	My agency is investing the resources needed to ensure that its performance information is of sufficient quality (13c)	0.01
Demonstrating management commitment	My agency is investing in resources to improve the agency's capacity to use performance information (13e)	0.03
Demonstrating management commitment	My agency's top leadership demonstrates a strong commitment to achieving results (14a)	0.03
Demonstrating management commitment	My agency's top leadership pays attention to the use of performance information in management decision-making throughout my agency (14d)	0.02
Communicating performance information frequently and effectively	I communicate performance information about my program(s) on a routine basis to internal and external stakeholders (8c)	0.13 (p-value <0.001)
Communicating performance information frequently and effectively	My agency's performance information is easily accessible to the public, as appropriate (12b)	0.05 (p-value < 0.01)
Communicating performance information frequently and effectively	Managers effectively communicate performance information on a routine basis (11i)	0.003
Communicating performance information frequently and effectively	Employees in my agency receive positive recognition for helping the agency accomplish its strategic goals (13b)	0.02
Communicating performance information frequently and effectively	My agency's top leadership communicates performance information throughout the organization on a routine basis (14c)	0.03
Communicating performance information frequently and effectively	Controls	
Communicating performance information frequently and effectively	Senior Executive Service (SES)(compared to non-SES)	-0.03
Communicating performance information frequently and effectively	Agency as intercept (results omitted)	
Communicating performance information frequently and effectively	Constant	0.11

Category	Leading practice/variable	Regression model coefficients/fit information
Communicating performance information frequently and effectively	R-squared	0.80
Communicating performance information frequently and effectively	N (number of survey respondents)	2,381

Legend: * p-value < 0.05; ** p-value < 0.01; *** p-value <0.001.

Source: GAO analysis of 2020 survey of federal managers. | GAO-22-103910

Our final multivariate regression model had an R-squared of 0.80. This suggests that the independent variables in the model explained 80 percent of the variance in the use index.

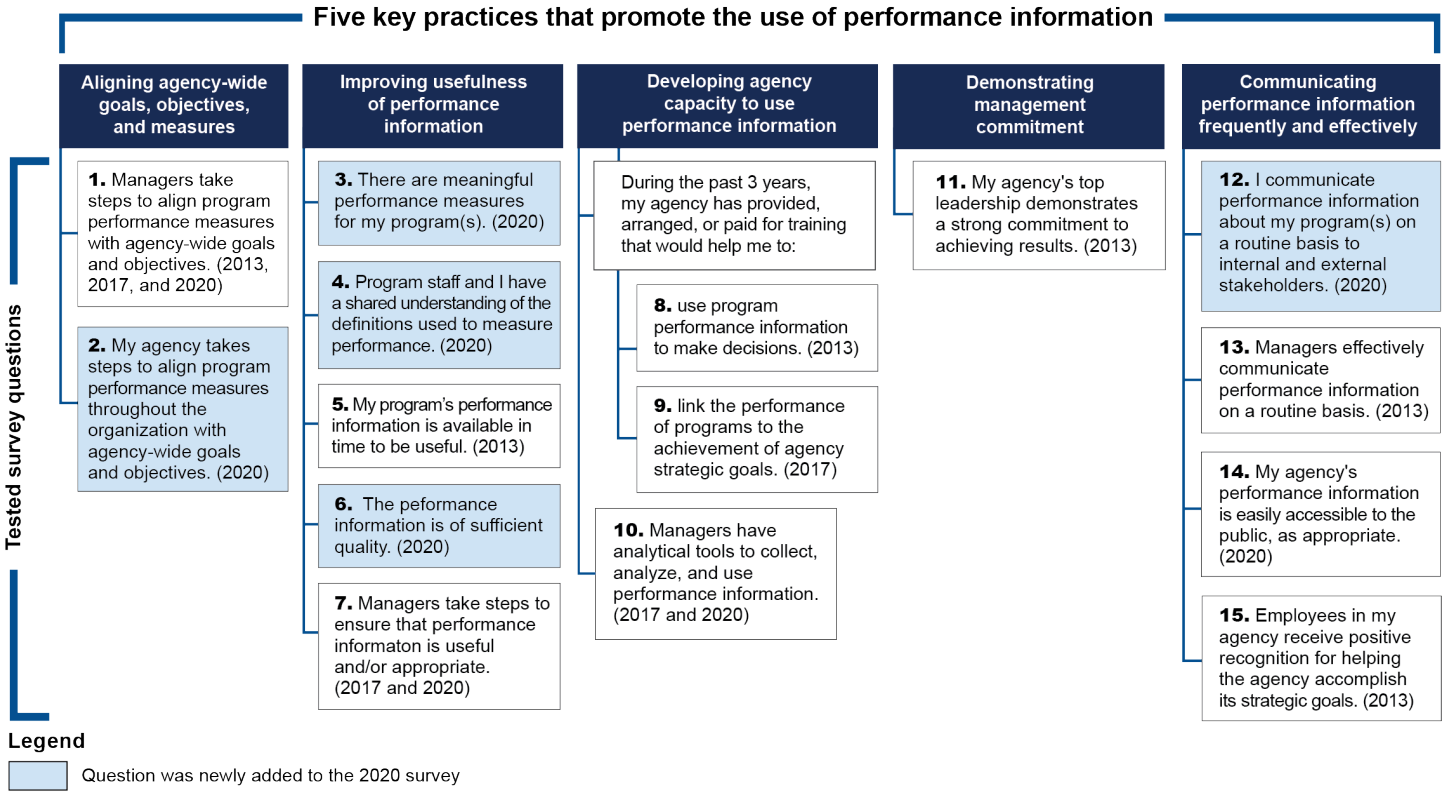
As shown in table 1, nine questions related to four of the leading practices that promote agencies' use of performance information were statistically significant in 2020. These results suggest that, when controlling for other factors, certain specific efforts to increase agency use of performance information are associated with increased use of performance information that drive higher index scores. For example:

- On *improving the usefulness of performance information*, we found four questions positively associated with the use index score. For instance, we found that each increase in the extent to which managers reported having a shared understanding of the definitions used to measure performance was associated with an increase of 0.12 in the index score. We also found that each increase in the extent to which managers reported establishing meaningful performance measures for one's agency program(s) was associated with a 0.10 increase in their use index score.
- On *communicating performance information frequently and effectively*, we found that each increase in the extent managers communicated performance information about their program(s) on a routine basis to internal and external stakeholders was associated with a 0.13 increase in their use index score.

When we combined these results with what we previously found through a similar analysis in September 2018 of 2013 and 2017 survey results, we identified 15 questions that had a statistically significant association with higher use index scores (see fig. 9).[16]

[16]GAO-18-609SP.

Figure 9: Key Questions Related to Leading Practices that Promote the Use of Performance Information



2013, 2017, or 2020 in parentheses represent the survey year(s) for which analyses show the question was statistically significantly associated with the use of performance information index.

Source: GAO. | GAO-22-103910

Note: The survey questions in boxes 1-15 correspond to survey question numbers 11a, 13a, 3b, 3c, 7b, 7c, 11g, 10e, 10f, 11f, 14a, 8c, 11i, 12b, and 13b, respectively. See GAO-21-537SP.

Data-Driven Reviews

To further address the second objective, we also examined, based on the extent they responded their programs had been subject to agency data-driven reviews, differences in managers' use index scores and responses on questions related to practices that promote the use of performance information. We grouped managers based on the extent they reported their programs had been subject to these reviews, from "no extent" through "very great extent." We then calculated the average index scores for the managers in each of those five categories.

Based on the extent to which managers reported their programs had been subject to data-driven reviews, we examined differences in how

managers responded to questions reflecting leading practices that can promote (1) the use of performance information, and (2) successful data-driven reviews. We grouped managers into three categories based on the extent to which they reported their programs had been subject to these reviews (no extent to small extent, moderate extent, and great to very great extent).

We conducted this performance audit from October 2019 to November 2021 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Appendix II: Comparison of Use of Performance Information Index Scores

Figure 10: Comparison of 2020 Use Index Scores to Those in 2007, 2013, and 2017

Agency	2020 Score	2017		2013		2007	
		Score	Change, 2017 to 2020	Score	Change, 2013 to 2020	Score	Change, 2007 to 2020
Government-wide	**3.64**	**3.39**	↑	**3.41**	↑	**3.46**	↑
US Agency for International Development	3.91	3.60	↑	3.52	↑	3.34	↑
National Aeronautics and Space Administration	3.88	3.59	↑	3.49	↑	3.71	
Small Business Administration	3.83	3.36	↑	3.47	↑	3.51	↑
Department of Veterans Affairs	3.81	3.47	↑	3.49	↑	3.71	
General Services Administration	3.78	3.62		3.54	↑	3.62	
Department of Health and Human Services	3.76	3.33	↑	3.37	↑	3.29	↑
Department of Labor	3.75	3.38	↑	3.58		3.37	↑
Social Security Administration	3.73	3.49	↑	3.65		3.70	
Department of Defense	3.70	3.42	↑	3.44	↑	3.35	↑
Nuclear Regulatory Commission	3.69	3.27	↑	3.32	↑	3.70	
Office of Personnel Management	3.68	3.39	↑	3.66		3.38	↑
National Science Foundation	3.68	3.75		3.37	↑	3.61	
Environmental Protection Agency	3.66	3.45	↑	3.42	↑	3.54	
Department of the Treasury	3.63	3.29	↑	3.41	↑	3.54	
Department of Homeland Security	3.62	3.04	↑	3.22	↑	3.33	↑
Department of State	3.57	3.25	↑	3.36	↑	3.36	
Department of Energy	3.54	3.40		3.34		3.53	
Department of Education	3.51	3.27	↑	3.43		3.49	
Department of the Interior	3.50	3.33		3.22	↑	3.16	↑
Department of Transportation	3.49	3.17	↑	3.31	↑	3.35	
Department of Housing and Urban Development	3.49	3.44		3.38		3.57	
Department of Commerce	3.44	3.37		3.35		3.44	
Department of Justice	3.41	3.33		3.31		3.30	
Department of Agriculture	3.33	3.29		3.13	↑	3.16	

Legend

↑ Statistically significant increase

Source: GAO analysis of survey data. | GAO-22-103910

Note: The use of performance information index score is an average of the results on 11 positively-correlated questions related to the use of performance information for various management activities and decision-making. It runs from 1 to 5. A 1 reflects that managers reported they and others in their agency engage to "no extent" in the use of performance information for those activities. A 5 reflects to a "very great extent." Significant differences were assessed through statistical tests that account for survey design and weighting.

Appendix III: Additional Government-wide Survey Results

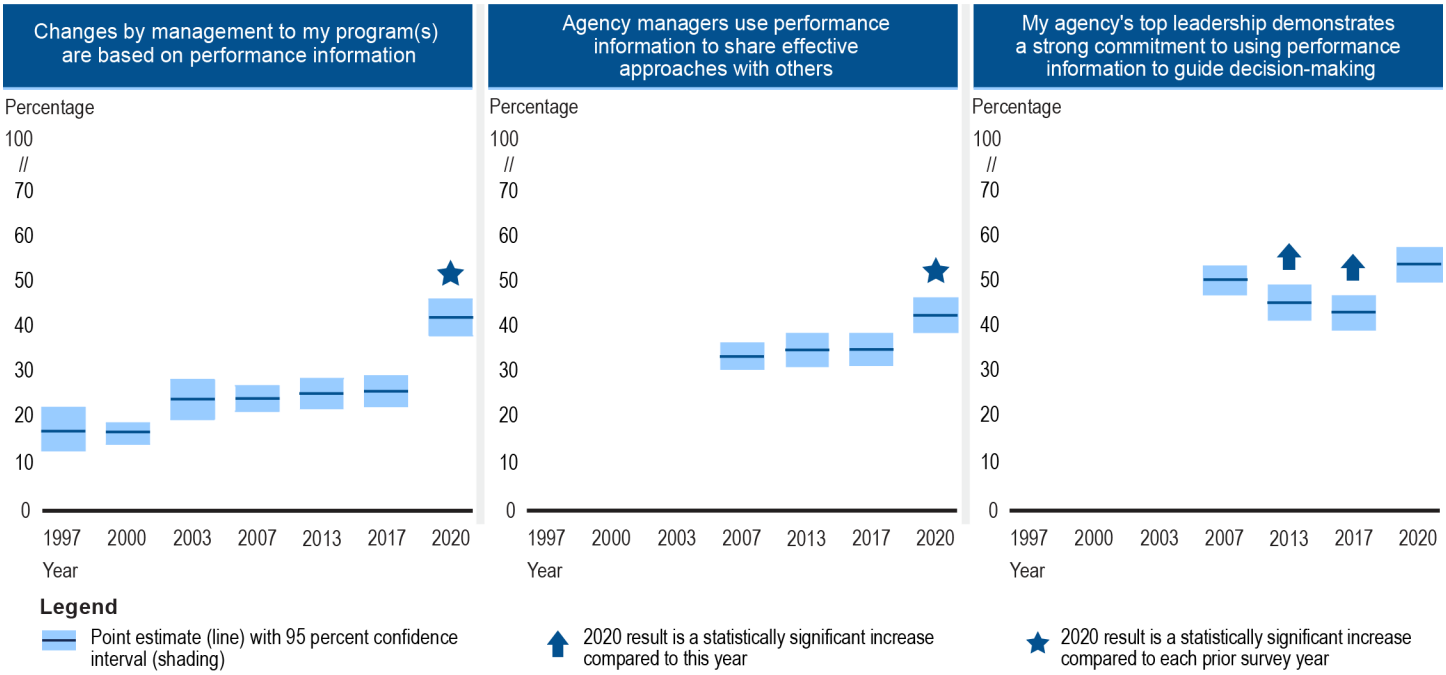
The figures in this appendix present additional government-wide trend data for survey questions related to the use of performance information.

Our use of performance information index is comprised of 11 questions. Figure 5 above showed the results on six of those questions related to the use of performance information in selected decision-making activities. The results of the remaining five use index questions are shown in Figures 11 and 12.

Figure 11 shows that 2020 results increased for all three use index questions related to management's use of performance information when compared to past survey results.

Figure 11: Federal Managers Reported that Management's Use of Performance Information for Selected Activities Increased in 2020 Compared to Prior Surveys

Estimates of Percentage Reporting to a "Great" or "Very Great" Extent, Presented with 95 Percent Confidence Intervals



Source: GAO analysis of survey results. | GAO-22-103910

Accessible Data for Figure 11: Federal Managers Reported that Management's Use of Performance Information for Selected Activities Increased in 2020 Compared to Prior Surveys

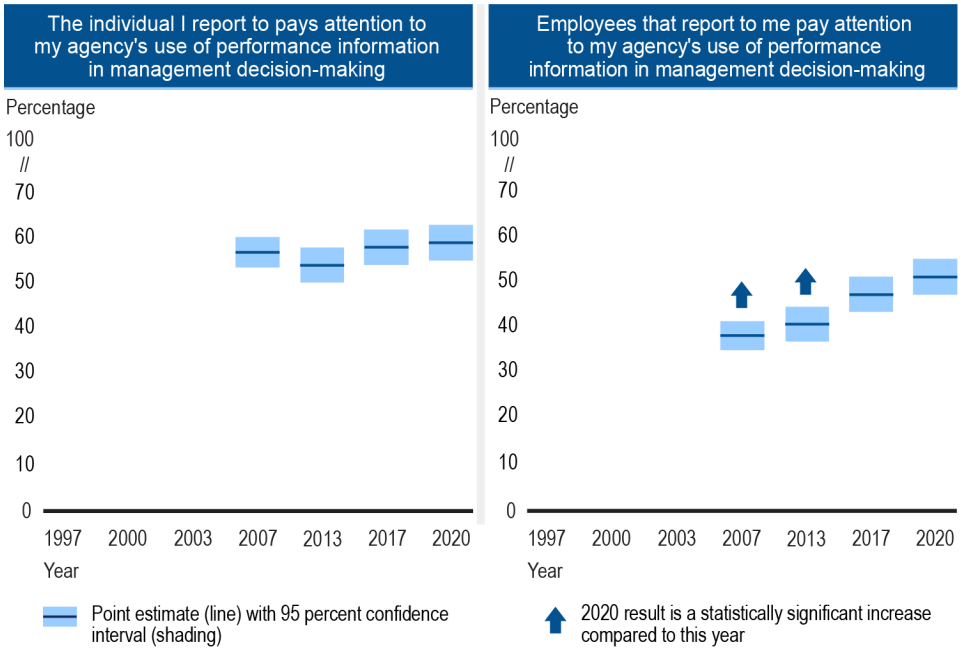
Federal Managers' Survey question	1997	2000	2003	2007	2013	2017	2020
Changes by management to my program(s) are based on performance information	12.27	13.99	19.18	20.88	21.28	22.09	38.21
	16.60	16.06	23.52	23.69	24.68	25.43	42.14
	21.71	18.13	27.86	26.50	28.08	28.77	46.06
Agency managers use performance information to share effective approaches with others	NA	NA	NA	30.06	30.76	30.94	38.43
	NA	NA	NA	33.13	34.47	34.63	42.35
	NA	NA	NA	36.19	38.19	38.31	46.27
My agency's top leadership demonstrates a strong commitment to using performance information to guide decision making	NA	NA	NA	46.69	41.00	38.91	49.60
	NA	NA	NA	50.03	44.88	42.82	53.57
	NA	NA	NA	53.36	48.76	46.73	57.54

Note: Significant differences were assessed through statistical tests that account for survey design and weighting. For additional information on the results presented in this figure, see survey items 8e, 11j, and 14b in GAO-21-537SP.

The remaining two use index questions related to the extent to which individuals paid attention to the use of performance information. The 2020 result on one of the questions—about employees paying attention—was an increase compared to 2007 and 2013 results, as shown in figure 12.

Figure 12: Federal Managers Reported a Few Changes in Attention Paid to Performance Information

Estimates of Percentage Reporting to a “Great” or “Very Great” Extent, Presented with 95 Percent Confidence Intervals



Source: GAO analysis of survey results. | GAO-22-103910

Accessible Data for Figure 12: Federal Managers Reported a Few Changes in Attention Paid to Performance Information

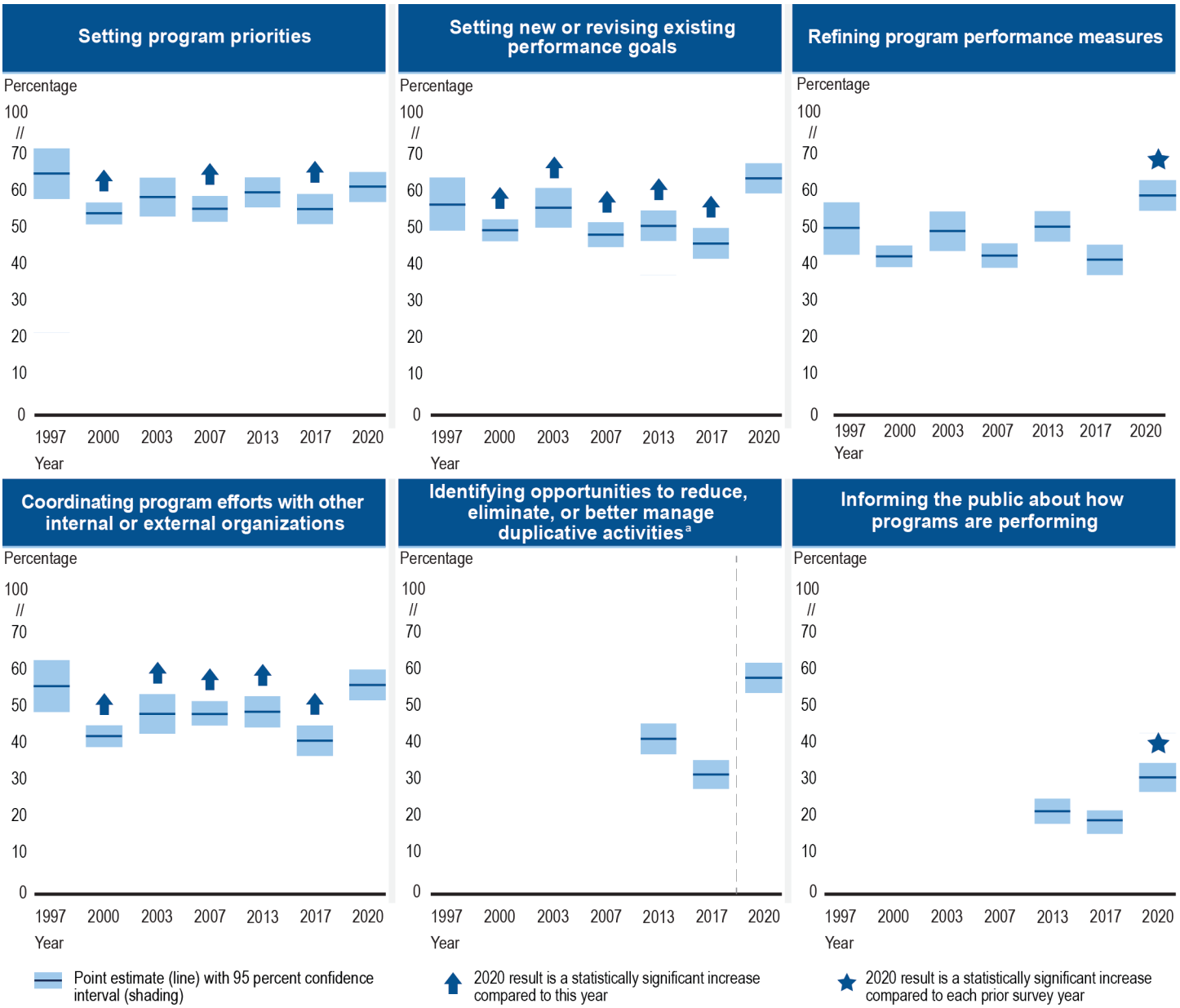
Federal Managers' Survey question	1997	2000	2003	2007	2013	2017	2020
The individual I report to pays attention to my agency's use of performance information in management decision making	NA	NA	NA	53.20	49.82	53.80	54.77
	NA	NA	NA	56.54	53.71	57.71	58.69
	NA	NA	NA	59.878	57.60	61.62	62.62
Employees that report to me pay attention to my agency's use of performance information in management decision making	NA	NA	NA	34.36	36.36	42.89	46.79
	NA	NA	NA	37.63	40.21	46.82	50.74
	NA	NA	NA	40.91	44.06	50.75	54.69

Note: Significant differences were assessed through statistical tests that account for survey design and weighting. For additional information on the results presented in this figure, see survey items 9a and 9c in GAO-21-537SP.

Our 2020 survey included additional questions about managers' use of performance information in selected decision-making activities that were not part of our use index. Much like those included in our index (and illustrated in figure 5), figure 13 shows that managers reported numerous increases in 2020 when compared to past survey results for other management activities.

Figure 13: Federal Managers' Reported Use of Performance Information for Selected Management Activities Generally Increased in 2020 Compared to Prior Surveys

Estimates of Percentage Reporting to a "Great" or "Very Great" Extent, Presented with 95 Percent Confidence Intervals



Source: GAO analysis of survey results. | GAO-22-103910

Accessible Data for Figure 13: Federal Managers' Reported Use of Performance Information for Selected Management Activities Generally Increased in 2020 Compared to Prior Surveys

Federal Managers' Survey question	1997	2000	2003	2007	2013	2017	2020
Setting program priorities	57.65	50.72	52.86	51.42	55.39	50.73	56.76
	64.53	53.69	58.21	54.89	59.45	54.87	60.87
	71.40	56.67	63.55	58.36	63.52	59.02	64.99
Setting new or revising existing performance goals	49.11	46.13	49.83	44.47	46.19	41.34	59.21
	56.28	49.11	55.26	47.88	50.36	45.52	63.30
	63.45	52.10	60.69	51.29	54.52	49.70	67.39
Refining program performance measures	42.50	38.89	43.36	38.70	45.87	36.78	54.33
	49.60	41.85	48.77	42.04	50.04	40.91	58.50
	56.69	44.80	54.18	45.38	54.21	45.05	62.66
Coordinating program efforts with other internal or external organizations	48.18	38.60	42.21	44.22	43.97	36.18	51.38
	55.25	41.55	47.61	47.69	48.19	40.32	55.56
	62.32	44.50	53.02	51.16	52.40	44.45	59.74
Identifying opportunities to reduce, eliminate, or better manage duplicative activities	NA	NA	NA	NA	36.49	27.02	53.24
	NA	NA	NA	NA	40.67	30.95	57.38
	NA	NA	NA	NA	44.86	34.88	61.51
Informing the public about how programs are performing	NA	NA	NA	NA	17.61	15.33	26.28
	NA	NA	NA	NA	20.98	18.52	30.20
	NA	NA	NA	NA	24.35	21.71	34.12

[a]The wording of this question was revised for the 2020 survey. It previously asked about using performance information to streamline programs to reduce duplicative activities. Therefore, 2020 results are not comparable to those from earlier surveys.

Note: Percentages are based on the 88 percent of managers who reported having performance information for their program(s). Significant differences were assessed through statistical tests that account for survey design and weighting. For additional information on the results presented in this figure, see survey items 6a-c, 6h, 6i, and 6l in GAO-21-537SP.

Appendix IV: Summaries of Agency-level Survey Results

This appendix presents summaries of statistically significant results at the agency level for the selected questions from our 2020 survey of federal managers that were highlighted in this report.[1]

We present two different types of statistically significant results:

- changes (increases/decreases) from our 2017 survey; and
- differences (higher/lower) from the 2020 government-wide average.

We focus on statistically significant results because these indicate that observed relationships between variables and differences between groups are likely to be valid, after accounting for the effects of sampling error.

As described earlier, we disaggregated the 11 questions that comprise the use of performance information index to the individual agencies. Figure 14 provides a summary of agency-level results by the three categories of questions that comprise the use index.

[1]We assessed significant differences through statistical tests that account for survey design and weighting. We defined differences between estimates as statistically significant through the p-value. Statistical significance is achieved when the p-value is < 0.05. We focus on statistically significant results because they indicate that there is less than a 5 percent chance that we would observe a difference as large as we observed if such a difference did not exist, after accounting for the effects of sampling.

Figure 14: Summary of 2020 Reported Results that Are Statistically Significant for Survey Questions Comprising the Use of Performance Information Index, by Agency

	Agency	Use of performance information index (comprised of 11 questions)					
		Use in specific decision-making activities (6 questions)		Management use of performance information (3 questions)		Individuals paid attention to use (2 questions)	
Increases and/or higher results	Small Business Administration	↑	+	↑	+	↑	+
	General Services Administration	↑	+	↑	+		+
	Department of Labor	↑		↑	+	↑	+
	Department of Health and Human Services	↑		↑		↑	+
	Department of Veterans Affairs	↑		↑	+		+
	Department of Homeland Security	↑		↑		↑	
	Nuclear Regulatory Commission	↑		↑		↑	
	National Aeronautics and Space Administration	↑	+	↑			
	Social Security Administration	↑		↑	+		
	Department of State	↑	+	↑			
	Department of Education	↑		↑			
	Environmental Protection Agency	↑		↑			
	U.S. Agency for International Development	↑	+				
	Department of Defense			↑			
	Department of Energy			↑			
Mixed results	Department of the Treasury	↑	−	↑			−
	Department of Transportation	↑	−	↑	+		
	Office of Personnel Management	↑		↓	−		
	Department of Commerce			↑			−
Decreases and/or lower results	Department of Agriculture		−		−		−
	Department of Housing and Urban Development		−		−		
	Department of the Interior				−		
	Department of Justice[a]		−				

Legend

↑/↓ Reported result on one or more questions in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result on one or more questions in 2020 was statistically significantly higher/lower than the 2020 government-wide average

Source: GAO analysis of survey data. | GAO-22-103910

Note: The Department of Justice had a weighted response rate of 27 percent. Therefore, its results should be interpreted with caution.

Nineteen of the 24 agencies had an increase on one or more questions in 2020, as described below.[2] In total, there were 84 increases (out of 264 agency-level results).[3]

- **Use in specific decision-making activities (six questions**). Sixteen of the 24 agencies showed increases on one or more of these questions in 2020. Of those, 10 agencies demonstrated increases on three or more questions.
- **Management use of performance information (three questions).** Similarly, 17 agencies showed increases on one or more questions. Of those, three agencies had increases on all three questions.
- **Individuals paid attention to use (two questions).** Although there were no statistically significant increases at the government-wide level on these two questions, five agencies showed increases: four agencies on one question each, and on both questions at one agency.

One agency, the Office of Personnel Management, had a decrease on one question.[4] In addition, five agencies had no changes on any of the 11 questions.[5]

We also identified 43 instances where reported results at the agency-level were statistically significantly higher (25) or lower (18) than the government-wide average in 2020.

Appendix V identifies, by agency, statistically significant results for each of these questions, as applicable.

We also conducted this analysis for the 15 questions related to (1) the five leading practices that can promote the use of performance

[2]While results show that federal managers reported increases across a broad range of uses of performance information when compared to prior surveys, the scope of our work did not include an assessment of all possible uses. Moreover, we did not assess whether the reported extent of reported use of performance information at any individual agency was sufficient to meet each agency's decision-making needs.

[3]The total number (264) represents the number of agencies (24) multiplied by the number of questions (11). In September 2018, our analyses identified 10 increases between 2013 and 2017 results for these 11 questions. See GAO-18-609SP.

[4]In September 2018, our analyses identified six decreases between 2013 and 2017 results for these 11 questions. See GAO-18-609SP.

[5]These five agencies are the Departments of Agriculture, Housing and Urban Development, the Interior, and Justice; and the National Science Foundation.

information in decision-making, and (2) higher use index scores. Figure 15 presents this agency-level summary of statistically significant results by leading practice.

Figure 15: Summary of 2020 Reported Results that Are Statistically Significant for Questions on Leading Practices Associated with the Use of Performance Information Index, by Agency

	Agency	Leading practices that promote the use of performance information (15 questions associated with higher use index scores)									
		Aligning goals and measures (2 questions)		Improving usefulness (5 questions)		Developing capacity (3 questions)		Demonstrating management commitment (1 question)		Communicating performance information (4 questions)	
Increases and/or higher results	Small Business Administration	↑	+	↑	+	↑	+	↑		↑	+
	National Aeronautics and Space Administration		+	↑	+	↑			+		+
	Department of Labor		+	↑	+	↑	+				+
	General Services Administration		+		+			↑	+	↑	+
	Department of Health and Human Services		+	↑		↑				↑	+
	Department of Veterans Affairs		+			↑	+	↑			+
	National Science Foundation		+		+				+		+
	Social Security Administration		+		+		+				+
	Department of Transportation	↑				↑	+	↑			
	Department of Defense			↑		↑				↑	
	Nuclear Regulatory Commission		+			↑					+
	Department of Homeland Security			↑		↑					
	Department of the Treasury		+					↑			
	U.S. Agency for International Development					↑	+			↑	+
	Department of Education			↑							
	Department of Energy										+
Mixed results	Environmental Protection Agency	↑	+	↑	+	↑	+			↑↓[a]	+
	Office of Personnel Management			↑	+		−		−		
	Department of State			↑		↑			−		−
Decreases and/or lower results	Department of the Interior		−		−		−			↓	−
	Department of Agriculture	↓			−		−				−
	Department of Commerce						−				−
	Department of Housing and Urban Development								−		

Legend

↑/↓ Reported result on one or more questions in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result on one or more questions in 2020 was statistically significantly higher/lower than the 2020 government-wide average

Source: GAO analysis of survey data. | GAO-22-103910

[a]For two of the four questions related to this practice, the Environmental Protection Agency had results in 2020 that were an increase on one, and a decrease on another, when compared to 2017.

Sixteen out of 24 agencies had an increase on one or more questions, as described below.[6] In 2020, there were 46 increases (of 240 agency-level results) when compared to 2017.[7]

- **Aligning goals and measures (1 question).** Three of the 24 agencies had an increase on this question.
- **Improving usefulness (2 questions).** Ten agencies had an increase on one question each.
- **Developing capacity (3 questions).** Twelve agencies had increases on one or more questions. Of those, seven agencies demonstrated increases on two questions, and one agency had were increases on all three questions.
- **Demonstrating management commitment (1 question).** Five agencies showed an increase on this question.
- **Communicating performance information (3 questions).** Six agencies demonstrated an increase: five agencies on one question each, and at one agency on two questions.

We also identified three decreases at the agency level in 2020. Three agencies had one decrease each.[8] In addition, six agencies had no changes on any of the 10 questions.[9]

[6]These results show that federal managers reported increases across the 10 questions associated with leading practices and our use index, which cover a range of performance management activities. However, the scope of our work did not include an assessment of whether those activities were sufficient to meet the needs of each agency's performance management processes. Moreover, our scope did not involve assessing changes on the remaining questions related to the leading practices, and more broadly, whether agencies were sufficiently following the five leading practices.

[7]The total number (240) represents the number of agencies (24) multiplied by the number of questions (10) for which we could compare 2017 and 2020 results. In September 2018, our analyses identified 16 increases between 2013 and 2017 results for 10 questions related to leading practices. See GAO-18-609SP.

[8]The three agencies were the Department of Agriculture (USDA), the Department of the Interior (Interior), and the Environmental Protection Agency. At USDA and Interior, these decreases were the only changes in 2020; there were no increases on other questions. In September 2018, our analyses identified four decreases between 2013 and 2017 results for 10 questions related to leading practices. See GAO-18-609SP.

[9]These six agencies were the Departments of Commerce, Energy, Housing and Urban Development, and Justice; the National Science Foundation; and Social Security Administration.

We also found 80 instances where reported results at the agency-level were statistically significantly higher (61) or lower (19) than the government-wide average in 2020 across the 15 questions associated with higher use index scores.

Appendix V identifies, by agency, statistically significant results for each of these questions, as applicable.

Appendix V: Selected Survey Results by Agency

This appendix presents each agency's statistically significant results, when applicable, for the 2020 use index, the 11 questions that comprise it, and the 15 questions related to leading practices that can promote the use of performance information.[1]

We present two different types of statistically significant results:

- changes (increases/decreases) from our 2017 survey; and
- differences (higher/lower) from the 2020 government-wide average.

We focus on statistically significant results because these indicate that observed relationships between variables and differences between groups are likely to be valid, after accounting for the effects of sampling error.

[1]We assessed significant differences through statistical tests that account for survey design and weighting. We defined differences between estimates as statistically significant through the p-value. Statistical significance is achieved when the p-value is < 0.05. We focus on statistically significant results because they indicate that there is less than a 5 percent chance that we would observe a difference as large as we observed if such a difference did not exist, after accounting for the effects of sampling.

Figure 16: 2020 Statistically Significant Survey Results at the Department of Agriculture

Topic/practice	Survey question	Department of Agriculture	Result ⬆/⬇	Result +/−
Use index score				−
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy			
	2. Allocate resources			−
	3. Identify program problems to be addressed			−
	4. Take corrective action to solve program problems			−
	5. Identify and share effective program approaches with others			−
	6. Adopt new program approaches/change work processes			−
Management use of performance information	7. Management makes changes to my program based on performance information			−
	8. My peers use performance information to share effective approaches with others			−
	9. Management is committed to using performance information in decision-making			
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			−
	11. Employees that report to me paid attention to the agency's use of performance information			−
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		⬇	
	2. My agency aligns program performance measures with agency-wide goals		N/A	
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	
	4. Program staff have a shared understanding of performance measurement definitions		N/A	−
	5. Performance information is available in time to be useful			−
	6. Performance information is of sufficient quality		N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate			−
Developing capacity	8. Received training to use program performance information to make decisions			
	9. Received training to link program performance to agency strategic goals			
	10. Managers have analytical tools to collect, analyze, and use performance information			−
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results			
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	−
	13. Managers effectively communicate performance information on a routine basis			−
	14. My agency's performance information is easily accessible to the public			−
	15. Agency employees receive positive recognition for helping achieve goals			

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 16: 2020 Statistically Significant Survey Results at the Department of Agriculture

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score	n/a	n/a		lower
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		lower
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		lower
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		lower
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others		lower
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		lower
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information		lower
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		lower
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		lower
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		lower

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals	decrease	
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	lower
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		lower
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		lower
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		lower
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	lower

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		lower
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		lower
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 17: 2020 Statistically Significant Survey Results at the Department of Commerce

Topic/practice	Survey question	Department of Commerce	Result ⬆/⬇	Result +/−
Use index score				−
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy			
	2. Allocate resources			
	3. Identify program problems to be addressed			
	4. Take corrective action to solve program problems			
	5. Identify and share effective program approaches with others			
	6. Adopt new program approaches/change work processes			
Management use of performance information	7. Management makes changes to my program based on performance information		⬆	
	8. My peers use performance information to share effective approaches with others			
	9. Management is committed to using performance information in decision-making			
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			
	11. Employees that report to me paid attention to the agency's use of performance information			−
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals			
	2. My agency aligns program performance measures with agency-wide goals		N/A	
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	
	4. Program staff have a shared understanding of performance measurement definitions		N/A	
	5. Performance information is available in time to be useful			
	6. Performance information is of sufficient quality		N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate			
Developing capacity	8. Received training to use program performance information to make decisions			
	9. Received training to link program performance to agency strategic goals			
	10. Managers have analytical tools to collect, analyze, and use performance information			−
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results			
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	−
	13. Managers effectively communicate performance information on a routine basis			
	14. My agency's performance information is easily accessible to the public			
	15. Agency employees receive positive recognition for helping achieve goals			

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 17: 2020 Statistically Significant Survey Results at the Department of Commerce

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score	n/a	n/a		lower
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others		
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		lower

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		lower
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	lower

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 18: 2020 Statistically Significant Survey Results at the Department of Defense

Topic/practice	Survey question	Department of Defense	Result ⬆/⬇	Result +/−
Use index score			⬆	
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy			
	2. Allocate resources			
	3. Identify program problems to be addressed			
	4. Take corrective action to solve program problems			
	5. Identify and share effective program approaches with others			
	6. Adopt new program approaches/change work processes			
Management use of performance information	7. Management makes changes to my program based on performance information		⬆	
	8. My peers use performance information to share effective approaches with others			
	9. Management is committed to using performance information in decision-making			
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			
	11. Employees that report to me paid attention to the agency's use of performance information			
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals			
	2. My agency aligns program performance measures with agency-wide goals		N/A	
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	
	4. Program staff have a shared understanding of performance measurement definitions		N/A	
	5. Performance information is available in time to be useful		⬆	
	6. Performance information is of sufficient quality		N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate			
Developing capacity	8. Received training to use program performance information to make decisions			
	9. Received training to link program performance to agency strategic goals			
	10. Managers have analytical tools to collect, analyze, and use performance information		⬆	
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results			
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	
	13. Managers effectively communicate performance information on a routine basis			
	14. My agency's performance information is easily accessible to the public		⬆	
	15. Agency employees receive positive recognition for helping achieve goals			

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 18: 2020 Statistically Significant Survey Results at the Department of Defense

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score	n/a	n/a	increase	
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others		
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful	increase	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information	increase	
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public	increase	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 19: 2020 Statistically Significant Survey Results at the Department of Education

Topic/practice	Survey question	Department of Education Result ⬆/⬇	Result +/−
Use index score		⬆	
11 questions that comprise the use index			
Use in specific decision-making activities	1. Develop program strategy		
	2. Allocate resources		
	3. Identify program problems to be addressed		
	4. Take corrective action to solve program problems	⬆	
	5. Identify and share effective program approaches with others		
	6. Adopt new program approaches/change work processes		
Management use of performance information	7. Management makes changes to my program based on performance information	⬆	
	8. My peers use performance information to share effective approaches with others		
	9. Management is committed to using performance information in decision-making		
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information		
	11. Employees that report to me paid attention to the agency's use of performance information		
15 questions related to leading practices that promote the use of performance information			
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
	2. My agency aligns program performance measures with agency-wide goals	N/A	
Improving usefulness	3. There are meaningful performance measures for my program(s)	N/A	
	4. Program staff have a shared understanding of performance measurement definitions	N/A	
	5. Performance information is available in time to be useful	⬆	
	6. Performance information is of sufficient quality	N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate		
Developing capacity	8. Received training to use program performance information to make decisions		
	9. Received training to link program performance to agency strategic goals		
	10. Managers have analytical tools to collect, analyze, and use performance information		
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
Communicating performance information	12. I routinely communicate program performance information to stakeholders	N/A	
	13. Managers effectively communicate performance information on a routine basis		
	14. My agency's performance information is easily accessible to the public		
	15. Agency employees receive positive recognition for helping achieve goals		

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 19: 2020 Statistically Significant Survey Results at the Department of Education

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score	n/a	n/a	increase	
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems	increase	
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others		
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful	increase	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 20: 2020 Statistically Significant Survey Results at the Department of Energy

Topic/practice	Survey question	Department of Energy	Result ⬆/⬇	Result +/−
Use index score				
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy			
	2. Allocate resources			
	3. Identify program problems to be addressed			
	4. Take corrective action to solve program problems			
	5. Identify and share effective program approaches with others			
	6. Adopt new program approaches/change work processes			
Management use of performance information	7. Management makes changes to my program based on performance information		⬆	
	8. My peers use performance information to share effective approaches with others			
	9. Management is committed to using performance information in decision-making			
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			
	11. Employees that report to me paid attention to the agency's use of performance information			
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals			
	2. My agency aligns program performance measures with agency-wide goals		N/A	
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	
	4. Program staff have a shared understanding of performance measurement definitions		N/A	
	5. Performance information is available in time to be useful			
	6. Performance information is of sufficient quality		N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate			
Developing capacity	8. Received training to use program performance information to make decisions			
	9. Received training to link program performance to agency strategic goals			
	10. Managers have analytical tools to collect, analyze, and use performance information			
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results			
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	
	13. Managers effectively communicate performance information on a routine basis			
	14. My agency's performance information is easily accessible to the public			+
	15. Agency employees receive positive recognition for helping achieve goals			

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 20: 2020 Statistically Significant Survey Results at the Department of Energy

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score	n/a	n/a		
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others		
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 21: 2020 Statistically Significant Survey Results at the Department of Health and Human Services

Department of Health and Human Services

Topic/practice	Survey question	Result ⬆/⬇	Result +/−
Use index score		⬆	
11 questions that comprise the use index			
Use in specific decision-making activities	1. Develop program strategy	⬆	
	2. Allocate resources		
	3. Identify program problems to be addressed	⬆	
	4. Take corrective action to solve program problems	⬆	
	5. Identify and share effective program approaches with others	⬆	
	6. Adopt new program approaches/change work processes		
Management use of performance information	7. Management makes changes to my program based on performance information	⬆	
	8. My peers use performance information to share effective approaches with others	⬆	
	9. Management is committed to using performance information in decision-making	⬆	
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information	⬆	+
	11. Employees that report to me paid attention to the agency's use of performance information	⬆	+
15 questions related to leading practices that promote the use of performance information			
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
	2. My agency aligns program performance measures with agency-wide goals	N/A	+
Improving usefulness	3. There are meaningful performance measures for my program(s)	N/A	
	4. Program staff have a shared understanding of performance measurement definitions	N/A	
	5. Performance information is available in time to be useful	⬆	
	6. Performance information is of sufficient quality	N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate		
Developing capacity	8. Received training to use program performance information to make decisions	⬆	
	9. Received training to link program performance to agency strategic goals		
	10. Managers have analytical tools to collect, analyze, and use performance information	⬆	
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
Communicating performance information	12. I routinely communicate program performance information to stakeholders	N/A	
	13. Managers effectively communicate performance information on a routine basis		
	14. My agency's performance information is easily accessible to the public	⬆	+
	15. Agency employees receive positive recognition for helping achieve goals	⬆	+

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 21: 2020 Statistically Significant Survey Results at the Department of Health and Human Services

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy	increase	
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed	increase	
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems	increase	
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others	increase	
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making	increase	
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information	increase	higher

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information	increase	higher
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful	increase	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions	increase	
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information	increase	
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public	increase	higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals	increase	higher

Figure 22: 2020 Statistically Significant Survey Results at the Department of Homeland Security

Department of Homeland Security

Topic/practice	Survey question	Result ⬆/⬇	Result +/−
Use index score		⬆	
11 questions that comprise the use index			
Use in specific decision-making activities	1. Develop program strategy	⬆	
	2. Allocate resources	⬆	
	3. Identify program problems to be addressed	⬆	
	4. Take corrective action to solve program problems	⬆	
	5. Identify and share effective program approaches with others	⬆	
	6. Adopt new program approaches/change work processes	⬆	
Management use of performance information	7. Management makes changes to my program based on performance information	⬆	
	8. My peers use performance information to share effective approaches with others		
	9. Management is committed to using performance information in decision-making	⬆	
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information		
	11. Employees that report to me paid attention to the agency's use of performance information	⬆	
15 questions related to leading practices that promote the use of performance information			
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
	2. My agency aligns program performance measures with agency-wide goals	N/A	+
Improving usefulness	3. There are meaningful performance measures for my program(s)	N/A	
	4. Program staff have a shared understanding of performance measurement definitions	N/A	
	5. Performance information is available in time to be useful	⬆	
	6. Performance information is of sufficient quality	N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate		
Developing capacity	8. Received training to use program performance information to make decisions	⬆	
	9. Received training to link program performance to agency strategic goals		
	10. Managers have analytical tools to collect, analyze, and use performance information	⬆	
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
Communicating performance information	12. I routinely communicate program performance information to stakeholders	N/A	
	13. Managers effectively communicate performance information on a routine basis		
	14. My agency's performance information is easily accessible to the public		
	15. Agency employees receive positive recognition for helping achieve goals		

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 22: 2020 Statistically Significant Survey Results at the Department of Homeland Security

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy	increase	
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources	increase	
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed	increase	
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems	increase	
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making	increase	
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information	increase	
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful	increase	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions	increase	
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information	increase	
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 23: 2020 Statistically Significant Survey Results at the Department of Housing and Urban Development

Topic/practice	Survey question	Department of Housing and Urban Development Result ⬆/⬇	Result +/−
Use index score			
11 questions that comprise the use index			
Use in specific decision-making activities	1. Develop program strategy		
	2. Allocate resources		−
	3. Identify program problems to be addressed		
	4. Take corrective action to solve program problems		
	5. Identify and share effective program approaches with others		
	6. Adopt new program approaches/change work processes		
Management use of performance information	7. Management makes changes to my program based on performance information		
	8. My peers use performance information to share effective approaches with others		
	9. Management is committed to using performance information in decision-making		−
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information		
	11. Employees that report to me paid attention to the agency's use of performance information		
15 questions related to leading practices that promote the use of performance information			
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
	2. My agency aligns program performance measures with agency-wide goals	N/A	
Improving usefulness	3. There are meaningful performance measures for my program(s)	N/A	
	4. Program staff have a shared understanding of performance measurement definitions	N/A	
	5. Performance information is available in time to be useful		
	6. Performance information is of sufficient quality	N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate		
Developing capacity	8. Received training to use program performance information to make decisions		
	9. Received training to link program performance to agency strategic goals		
	10. Managers have analytical tools to collect, analyze, and use performance information		
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		−
Communicating performance information	12. I routinely communicate program performance information to stakeholders	N/A	
	13. Managers effectively communicate performance information on a routine basis		
	14. My agency's performance information is easily accessible to the public		
	15. Agency employees receive positive recognition for helping achieve goals		

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 23: 2020 Statistically Significant Survey Results at the Department of Housing and Urban Development

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score	n/a	n/a		
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		lower
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others		
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information		
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		lower
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		lower
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 24: 2020 Statistically Significant Survey Results at the Department of the Interior

Topic/practice	Survey question	Department of the Interior	Result ⬆/⬇	Result +/−
Use index score				−
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy			
	2. Allocate resources			
	3. Identify program problems to be addressed			
	4. Take corrective action to solve program problems			
	5. Identify and share effective program approaches with others			
	6. Adopt new program approaches/change work processes			
Management use of performance information	7. Management makes changes to my program based on performance information			
	8. My peers use performance information to share effective approaches with others			
	9. Management is committed to using performance information in decision-making			−
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			
	11. Employees that report to me paid attention to the agency's use of performance information			
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals			
	2. My agency aligns program performance measures with agency-wide goals		N/A	−
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	
	4. Program staff have a shared understanding of performance measurement definitions		N/A	
	5. Performance information is available in time to be useful			
	6. Performance information is of sufficient quality		N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate			−
Developing capacity	8. Received training to use program performance information to make decisions			
	9. Received training to link program performance to agency strategic goals			
	10. Managers have analytical tools to collect, analyze, and use performance information			−
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results			
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	
	13. Managers effectively communicate performance information on a routine basis			−
	14. My agency's performance information is easily accessible to the public			
	15. Agency employees receive positive recognition for helping achieve goals		⬇	

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 24: 2020 Statistically Significant Survey Results at the Department of the Interior

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score	n/a	n/a		lower
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others		
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information		
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		lower
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	lower
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		lower

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		lower
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		lower
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals	decrease	

Figure 25: 2020 Statistically Significant Survey Results at the Department of Justice

Topic/practice	Survey question	Department of Justice	Result ⬆/⬇	Result +/−
Use index score				−
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy			
	2. Allocate resources			
	3. Identify program problems to be addressed			
	4. Take corrective action to solve program problems			
	5. Identify and share effective program approaches with others			
	6. Adopt new program approaches/change work processes			−
Management use of performance information	7. Management makes changes to my program based on performance information			
	8. My peers use performance information to share effective approaches with others			
	9. Management is committed to using performance information in decision-making			
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			
	11. Employees that report to me paid attention to the agency's use of performance information			
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals			
	2. My agency aligns program performance measures with agency-wide goals		N/A	
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	
	4. Program staff have a shared understanding of performance measurement definitions		N/A	
	5. Performance information is available in time to be useful			
	6. Performance information is of sufficient quality		N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate			
Developing capacity	8. Received training to use program performance information to make decisions			
	9. Received training to link program performance to agency strategic goals			
	10. Managers have analytical tools to collect, analyze, and use performance information			
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results			
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	
	13. Managers effectively communicate performance information on a routine basis			
	14. My agency's performance information is easily accessible to the public			
	15. Agency employees receive positive recognition for helping achieve goals			

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 25: 2020 Statistically Significant Survey Results at the Department of Justice

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score	n/a	n/a		lower
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others		
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		lower
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information		
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Note: The Department of Justice had a weighted response rate of 27 percent. Therefore, its results should be interpreted with caution.

Figure 26: 2020 Statistically Significant Survey Results at the Department of Labor

Topic/practice	Survey question	Result ⬆/⬇	Result +/−
Use index score		⬆	
11 questions that comprise the use index			
Use in specific decision-making activities	1. Develop program strategy		
	2. Allocate resources		
	3. Identify program problems to be addressed		
	4. Take corrective action to solve program problems	⬆	
	5. Identify and share effective program approaches with others	⬆	
	6. Adopt new program approaches/change work processes		
Management use of performance information	7. Management makes changes to my program based on performance information	⬆	
	8. My peers use performance information to share effective approaches with others		+
	9. Management is committed to using performance information in decision-making		
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information		+
	11. Employees that report to me paid attention to the agency's use of performance information	⬆	
15 questions related to leading practices that promote the use of performance information			
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
	2. My agency aligns program performance measures with agency-wide goals	N/A	+
Improving usefulness	3. There are meaningful performance measures for my program(s)	N/A	
	4. Program staff have a shared understanding of performance measurement definitions	N/A	
	5. Performance information is available in time to be useful	⬆	
	6. Performance information is of sufficient quality	N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate		+
Developing capacity	8. Received training to use program performance information to make decisions	⬆	
	9. Received training to link program performance to agency strategic goals	⬆	+
	10. Managers have analytical tools to collect, analyze, and use performance information	⬆	+
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
Communicating performance information	12. I routinely communicate program performance information to stakeholders	N/A	
	13. Managers effectively communicate performance information on a routine basis		+
	14. My agency's performance information is easily accessible to the public		+
	15. Agency employees receive positive recognition for helping achieve goals		

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 26: 2020 Statistically Significant Survey Results at the Department of Labor

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems	increase	
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		higher
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		higher
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information	increase	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful	increase	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		higher

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions	increase	
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals	increase	higher
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information	increase	higher
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		higher

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 27: 2020 Statistically Significant Survey Results at the Department of State

Topic/practice	Survey question	Department of State	Result ⬆/⬇	Result +/−
Use index score			⬆	
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy		⬆	+
	2. Allocate resources			
	3. Identify program problems to be addressed		⬆	
	4. Take corrective action to solve program problems		⬆	
	5. Identify and share effective program approaches with others		⬆	
	6. Adopt new program approaches/change work processes			
Management use of performance information	7. Management makes changes to my program based on performance information		⬆	
	8. My peers use performance information to share effective approaches with others			
	9. Management is committed to using performance information in decision-making			
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			
	11. Employees that report to me paid attention to the agency's use of performance information			
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals			
	2. My agency aligns program performance measures with agency-wide goals		N/A	
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	
	4. Program staff have a shared understanding of performance measurement definitions		N/A	
	5. Performance information is available in time to be useful		⬆	
	6. Performance information is of sufficient quality		N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate			
Developing capacity	8. Received training to use program performance information to make decisions			
	9. Received training to link program performance to agency strategic goals			
	10. Managers have analytical tools to collect, analyze, and use performance information		⬆	
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results			−
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	
	13. Managers effectively communicate performance information on a routine basis			
	14. My agency's performance information is easily accessible to the public			−
	15. Agency employees receive positive recognition for helping achieve goals			

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 27: 2020 Statistically Significant Survey Results at the Department of State

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy	increase	higher
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed	increase	
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems	increase	
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful	increase	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information	increase	
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		lower
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		lower
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 28: 2020 Statistically Significant Survey Results at the Department of Transportation

Topic/practice	Survey question	Department of Transportation	Result ⬆/⬇	Result +/−
Use index score			⬆	−
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy		⬆	
	2. Allocate resources			
	3. Identify program problems to be addressed			−
	4. Take corrective action to solve program problems			
	5. Identify and share effective program approaches with others		⬆	
	6. Adopt new program approaches/change work processes		⬆	
Management use of performance information	7. Management makes changes to my program based on performance information		⬆	
	8. My peers use performance information to share effective approaches with others			
	9. Management is committed to using performance information in decision-making		⬆	+
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			
	11. Employees that report to me paid attention to the agency's use of performance information			
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		⬆	
	2. My agency aligns program performance measures with agency-wide goals		N/A	
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	
	4. Program staff have a shared understanding of performance measurement definitions		N/A	
	5. Performance information is available in time to be useful			
	6. Performance information is of sufficient quality		N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate			
Developing capacity	8. Received training to use program performance information to make decisions		⬆	+
	9. Received training to link program performance to agency strategic goals			
	10. Managers have analytical tools to collect, analyze, and use performance information			
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		⬆	
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	
	13. Managers effectively communicate performance information on a routine basis			
	14. My agency's performance information is easily accessible to the public			
	15. Agency employees receive positive recognition for helping achieve goals			

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 28: 2020 Statistically Significant Survey Results at the Department of Transportation

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	lower
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy	increase	
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		lower
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes	increase	
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making	increase	higher
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals	increase	
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions	increase	higher
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results	increase	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 29: 2020 Statistically Significant Survey Results at the Department of the Treasury

Topic/practice	Survey question	Department of the Treasury	Result ⬆/⬇	Result +/−
Use index score			⬆	
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy			−
	2. Allocate resources		⬆	
	3. Identify program problems to be addressed			
	4. Take corrective action to solve program problems			
	5. Identify and share effective program approaches with others		⬆	
	6. Adopt new program approaches/change work processes			
Management use of performance information	7. Management makes changes to my program based on performance information		⬆	
	8. My peers use performance information to share effective approaches with others			
	9. Management is committed to using performance information in decision-making		⬆	
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			
	11. Employees that report to me paid attention to the agency's use of performance information			−
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals			
	2. My agency aligns program performance measures with agency-wide goals		N/A	+
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	
	4. Program staff have a shared understanding of performance measurement definitions		N/A	
	5. Performance information is available in time to be useful			
	6. Performance information is of sufficient quality		N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate			
Developing capacity	8. Received training to use program performance information to make decisions			
	9. Received training to link program performance to agency strategic goals			
	10. Managers have analytical tools to collect, analyze, and use performance information			
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		⬆	
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	
	13. Managers effectively communicate performance information on a routine basis			
	14. My agency's performance information is easily accessible to the public			
	15. Agency employees receive positive recognition for helping achieve goals			

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 29: 2020 Statistically Significant Survey Results at the Department of the Treasury

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		lower
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources	increase	
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making	increase	
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		lower

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals	increase	
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results	increase	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 30: 2020 Statistically Significant Survey Results at the Department of Veterans Affairs

Department of Veterans Affairs

Topic/practice	Survey question	Result ⬆/⬇	Result +/−
Use index score		⬆	+
11 questions that comprise the use index			
Use in specific decision-making activities	1. Develop program strategy	⬆	
	2. Allocate resources	⬆	
	3. Identify program problems to be addressed		
	4. Take corrective action to solve program problems	⬆	
	5. Identify and share effective program approaches with others	⬆	
	6. Adopt new program approaches/change work processes		
Management use of performance information	7. Management makes changes to my program based on performance information	⬆	+
	8. My peers use performance information to share effective approaches with others		
	9. Management is committed to using performance information in decision-making		+
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information		+
	11. Employees that report to me paid attention to the agency's use of performance information		
15 questions related to leading practices that promote the use of performance information			
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
	2. My agency aligns program performance measures with agency-wide goals	N/A	+
Improving usefulness	3. There are meaningful performance measures for my program(s)	N/A	
	4. Program staff have a shared understanding of performance measurement definitions	N/A	
	5. Performance information is available in time to be useful		
	6. Performance information is of sufficient quality	N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate		
Developing capacity	8. Received training to use program performance information to make decisions	⬆	
	9. Received training to link program performance to agency strategic goals		
	10. Managers have analytical tools to collect, analyze, and use performance information	⬆	+
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results	⬆	
Communicating performance information	12. I routinely communicate program performance information to stakeholders	N/A	
	13. Managers effectively communicate performance information on a routine basis		
	14. My agency's performance information is easily accessible to the public		+
	15. Agency employees receive positive recognition for helping achieve goals		

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 30: 2020 Statistically Significant Survey Results at the Department of Veterans Affairs

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	higher
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy	increase	
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources	increase	
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems	increase	
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	higher
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		higher
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		higher
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions	increase	
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information	increase	higher
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results	increase	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 31: 2020 Statistically Significant Survey Results at the U.S. Agency for International Development

Topic/practice	Survey question	U.S. Agency for International Development	Result ⬆/⬇	Result +/−
Use index score			⬆	+
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy		⬆	+
	2. Allocate resources			
	3. Identify program problems to be addressed		⬆	+
	4. Take corrective action to solve program problems		⬆	+
	5. Identify and share effective program approaches with others			+
	6. Adopt new program approaches/change work processes		⬆	+
Management use of performance information	7. Management makes changes to my program based on performance information			
	8. My peers use performance information to share effective approaches with others			
	9. Management is committed to using performance information in decision-making			
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			
	11. Employees that report to me paid attention to the agency's use of performance information			
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals			
	2. My agency aligns program performance measures with agency-wide goals		N/A	
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	
	4. Program staff have a shared understanding of performance measurement definitions		N/A	
	5. Performance information is available in time to be useful			
	6. Performance information is of sufficient quality		N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate			
Developing capacity	8. Received training to use program performance information to make decisions		⬆	
	9. Received training to link program performance to agency strategic goals		⬆	+
	10. Managers have analytical tools to collect, analyze, and use performance information			
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results			
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	
	13. Managers effectively communicate performance information on a routine basis			
	14. My agency's performance information is easily accessible to the public		⬆	+
	15. Agency employees receive positive recognition for helping achieve goals			

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 31: 2020 Statistically Significant Survey Results at the U.S. Agency for International Development

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	higher
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy	increase	higher
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed	increase	higher
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems	increase	higher
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others		higher
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes	increase	higher
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information		
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions	increase	
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals	increase	higher
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public	increase	higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 32: 2020 Statistically Significant Survey Results at the Environmental Protection Agency

Topic/practice	Survey question	Environmental Protection Agency Result ⬆/⬇	Result +/−
Use index score		⬆	
11 questions that comprise the use index			
Use in specific decision-making activities	1. Develop program strategy		
	2. Allocate resources		
	3. Identify program problems to be addressed		
	4. Take corrective action to solve program problems		
	5. Identify and share effective program approaches with others	⬆	
	6. Adopt new program approaches/change work processes	⬆	
Management use of performance information	7. Management makes changes to my program based on performance information		
	8. My peers use performance information to share effective approaches with others	⬆	
	9. Management is committed to using performance information in decision-making	⬆	
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information		
	11. Employees that report to me paid attention to the agency's use of performance information		
15 questions related to leading practices that promote the use of performance information			
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals	⬆	+
	2. My agency aligns program performance measures with agency-wide goals	N/A	+
Improving usefulness	3. There are meaningful performance measures for my program(s)	N/A	
	4. Program staff have a shared understanding of performance measurement definitions	N/A	+
	5. Performance information is available in time to be useful	⬆	
	6. Performance information is of sufficient quality	N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate		
Developing capacity	8. Received training to use program performance information to make decisions	⬆	
	9. Received training to link program performance to agency strategic goals	⬆	+
	10. Managers have analytical tools to collect, analyze, and use performance information		
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
Communicating performance information	12. I routinely communicate program performance information to stakeholders	N/A	
	13. Managers effectively communicate performance information on a routine basis	⬆	
	14. My agency's performance information is easily accessible to the public	⬇	
	15. Agency employees receive positive recognition for helping achieve goals		+

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 32: 2020 Statistically Significant Survey Results at the Environmental Protection Agency

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes	increase	
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information		
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others	increase	
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making	increase	
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals	increase	higher
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	N/A	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	N/A	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	N/A	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful	increase	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	N/A	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions	increase	
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals	increase	higher
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	N/A	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis	increase	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public	decrease	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		higher

Figure 33: 2020 Statistically Significant Survey Results at the General Services Administration

General Services Administration

Topic/practice	Survey question	Result ⬆/⬇	Result +/−
Use index score			
11 questions that comprise the use index			
Use in specific decision-making activities	1. Develop program strategy	⬆	+
	2. Allocate resources		
	3. Identify program problems to be addressed		
	4. Take corrective action to solve program problems		
	5. Identify and share effective program approaches with others		
	6. Adopt new program approaches/change work processes		
Management use of performance information	7. Management makes changes to my program based on performance information	⬆	
	8. My peers use performance information to share effective approaches with others		+
	9. Management is committed to using performance information in decision-making	⬆	+
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information		+
	11. Employees that report to me paid attention to the agency's use of performance information		
15 questions related to leading practices that promote the use of performance information			
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		+
	2. My agency aligns program performance measures with agency-wide goals	N/A	+
Improving usefulness	3. There are meaningful performance measures for my program(s)	N/A	+
	4. Program staff have a shared understanding of performance measurement definitions	N/A	
	5. Performance information is available in time to be useful		
	6. Performance information is of sufficient quality	N/A	+
	7. Managers take steps to ensure performance information is useful and/or appropriate		
Developing capacity	8. Received training to use program performance information to make decisions		
	9. Received training to link program performance to agency strategic goals		
	10. Managers have analytical tools to collect, analyze, and use performance information		
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results	⬆	+
Communicating performance information	12. I routinely communicate program performance information to stakeholders	N/A	
	13. Managers effectively communicate performance information on a routine basis		
	14. My agency's performance information is easily accessible to the public		+
	15. Agency employees receive positive recognition for helping achieve goals	⬆	+

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 33: 2020 Statistically Significant Survey Results at the General Services Administration

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score				
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy	increase	higher
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others		
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		higher
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making	increase	higher
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		higher
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		higher
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results	increase	higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		higher

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals	increase	higher

Figure 34: 2020 Statistically Significant Survey Results at the National Aeronautics and Space Administration

Topic/practice	Survey question	National Aeronautics and Space Administration	Result ↑/↓	Result +/−
Use index score			↑	+
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy		↑	
	2. Allocate resources			
	3. Identify program problems to be addressed		↑	+
	4. Take corrective action to solve program problems		↑	+
	5. Identify and share effective program approaches with others		↑	
	6. Adopt new program approaches/change work processes		↑	+
Management use of performance information	7. Management makes changes to my program based on performance information			
	8. My peers use performance information to share effective approaches with others			
	9. Management is committed to using performance information in decision-making		↑	
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			
	11. Employees that report to me paid attention to the agency's use of performance information			
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals			+
	2. My agency aligns program performance measures with agency-wide goals		N/A	+
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	+
	4. Program staff have a shared understanding of performance measurement definitions		N/A	
	5. Performance information is available in time to be useful		↑	+
	6. Performance information is of sufficient quality		N/A	+
	7. Managers take steps to ensure performance information is useful and/or appropriate			+
Developing capacity	8. Received training to use program performance information to make decisions			
	9. Received training to link program performance to agency strategic goals			
	10. Managers have analytical tools to collect, analyze, and use performance information		↑	
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results			+
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	+
	13. Managers effectively communicate performance information on a routine basis			
	14. My agency's performance information is easily accessible to the public			
	15. Agency employees receive positive recognition for helping achieve goals			+

Legend

↑/↓ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 34: 2020 Statistically Significant Survey Results at the National Aeronautics and Space Administration

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	higher
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy	increase	
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed	increase	higher
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems	increase	higher
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes	increase	higher
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information		
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making	increase	
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		higher
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful	increase	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	higher

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		higher
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information	increase	
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	higher

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		higher

Figure 35: 2020 Statistically Significant Survey Results at the National Science Foundation

Topic/practice	Survey question	National Science Foundation	Result ⬆/⬇	Result +/−
Use index score				
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy			
	2. Allocate resources			
	3. Identify program problems to be addressed			
	4. Take corrective action to solve program problems			
	5. Identify and share effective program approaches with others			
	6. Adopt new program approaches/change work processes			
Management use of performance information	7. Management makes changes to my program based on performance information			
	8. My peers use performance information to share effective approaches with others			
	9. Management is committed to using performance information in decision-making			
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			
	11. Employees that report to me paid attention to the agency's use of performance information			
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals			
	2. My agency aligns program performance measures with agency-wide goals		N/A	+
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	
	4. Program staff have a shared understanding of performance measurement definitions		N/A	
	5. Performance information is available in time to be useful			
	6. Performance information is of sufficient quality		N/A	+
	7. Managers take steps to ensure performance information is useful and/or appropriate			
Developing capacity	8. Received training to use program performance information to make decisions			
	9. Received training to link program performance to agency strategic goals			
	10. Managers have analytical tools to collect, analyze, and use performance information			
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results			+
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	
	13. Managers effectively communicate performance information on a routine basis			
	14. My agency's performance information is easily accessible to the public			+
	15. Agency employees receive positive recognition for helping achieve goals			+

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 35: 2020 Statistically Significant Survey Results at the National Science Foundation

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score				
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others		
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information		
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	higher

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		higher

Figure 36: 2020 Statistically Significant Survey Results at the Nuclear Regulatory Commission

Topic/practice	Survey question	Result ↑/↓	Result +/−
Use index score		↑	
11 questions that comprise the use index			
Use in specific decision-making activities	1. Develop program strategy	↑	
	2. Allocate resources		
	3. Identify program problems to be addressed	↑	
	4. Take corrective action to solve program problems		
	5. Identify and share effective program approaches with others	↑	
	6. Adopt new program approaches/change work processes		
Management use of performance information	7. Management makes changes to my program based on performance information	↑	
	8. My peers use performance information to share effective approaches with others	↑	
	9. Management is committed to using performance information in decision-making	↑	
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information		
	11. Employees that report to me paid attention to the agency's use of performance information	↑	
15 questions related to leading practices that promote the use of performance information			
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
	2. My agency aligns program performance measures with agency-wide goals	N/A	+
Improving usefulness	3. There are meaningful performance measures for my program(s)	N/A	
	4. Program staff have a shared understanding of performance measurement definitions	N/A	
	5. Performance information is available in time to be useful		
	6. Performance information is of sufficient quality	N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate		
Developing capacity	8. Received training to use program performance information to make decisions	↑	
	9. Received training to link program performance to agency strategic goals	↑	
	10. Managers have analytical tools to collect, analyze, and use performance information		
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
Communicating performance information	12. I routinely communicate program performance information to stakeholders	N/A	
	13. Managers effectively communicate performance information on a routine basis		
	14. My agency's performance information is easily accessible to the public		+
	15. Agency employees receive positive recognition for helping achieve goals		+

Legend

↑/↓ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 36: 2020 Statistically Significant Survey Results at the Nuclear Regulatory Commission

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy	increase	
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed	increase	
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others	increase	
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making	increase	
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information	increase	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions	increase	
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals	increase	
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		higher

Figure 37: 2020 Statistically Significant Survey Results at the Office of Personnel Management

Topic/practice	Survey question	Office of Personnel Management	Result ⬆/⬇	Result +/−
Use index score			⬆	
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy		⬆	
	2. Allocate resources		⬆	
	3. Identify program problems to be addressed		⬆	
	4. Take corrective action to solve program problems		⬆	
	5. Identify and share effective program approaches with others		⬆	
	6. Adopt new program approaches/change work processes			
Management use of performance information	7. Management makes changes to my program based on performance information			
	8. My peers use performance information to share effective approaches with others			
	9. Management is committed to using performance information in decision-making		⬇	−
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information			
	11. Employees that report to me paid attention to the agency's use of performance information			
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals			
	2. My agency aligns program performance measures with agency-wide goals		N/A	
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	
	4. Program staff have a shared understanding of performance measurement definitions		N/A	
	5. Performance information is available in time to be useful		⬆	+
	6. Performance information is of sufficient quality		N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate			
Developing capacity	8. Received training to use program performance information to make decisions			−
	9. Received training to link program performance to agency strategic goals			
	10. Managers have analytical tools to collect, analyze, and use performance information			−
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results			−
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	
	13. Managers effectively communicate performance information on a routine basis			
	14. My agency's performance information is easily accessible to the public			
	15. Agency employees receive positive recognition for helping achieve goals			

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 37: 2020 Statistically Significant Survey Results at the Office of Personnel Management

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy	increase	
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources	increase	
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed	increase	
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems	increase	
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information		
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making	decrease	lower
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful	increase	+
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		lower
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		lower
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		lower
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 38: 2020 Statistically Significant Survey Results at the Small Business Administration

Topic/practice	Survey question	Small Business Administration	Result ↑/↓	Result +/−
Use index score			↑	
11 questions that comprise the use index				
Use in specific decision-making activities	1. Develop program strategy			
	2. Allocate resources		↑	
	3. Identify program problems to be addressed			
	4. Take corrective action to solve program problems			
	5. Identify and share effective program approaches with others		↑	+
	6. Adopt new program approaches/change work processes		↑	
Management use of performance information	7. Management makes changes to my program based on performance information		↑	
	8. My peers use performance information to share effective approaches with others		↑	+
	9. Management is committed to using performance information in decision-making		↑	
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information		↑	+
	11. Employees that report to me paid attention to the agency's use of performance information			
15 questions related to leading practices that promote the use of performance information				
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		↑	+
	2. My agency aligns program performance measures with agency-wide goals		N/A	+
Improving usefulness	3. There are meaningful performance measures for my program(s)		N/A	+
	4. Program staff have a shared understanding of performance measurement definitions		N/A	+
	5. Performance information is available in time to be useful		↑	+
	6. Performance information is of sufficient quality		N/A	+
	7. Managers take steps to ensure performance information is useful and/or appropriate			
Developing capacity	8. Received training to use program performance information to make decisions		↑	+
	9. Received training to link program performance to agency strategic goals		↑	
	10. Managers have analytical tools to collect, analyze, and use performance information			
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		↑	
Communicating performance information	12. I routinely communicate program performance information to stakeholders		N/A	
	13. Managers effectively communicate performance information on a routine basis		↑	+
	14. My agency's performance information is easily accessible to the public			+
	15. Agency employees receive positive recognition for helping achieve goals			

Legend

↑/↓ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 38: 2020 Statistically Significant Survey Results at the Small Business Administration

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources	increase	
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	higher
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes	increase	
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others	increase	higher
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making	increase	
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information	increase	higher
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals	increase	higher
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful	Increase	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	higher

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions	increase	higher
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals	increase	
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results	increase	
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis	increase	higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Figure 39: 2020 Statistically Significant Survey Results at the Social Security Administration

Social Security Administration

Topic/practice	Survey question	Result ⬆/⬇	Result +/−
Use index score		⬆	
11 questions that comprise the use index			
Use in specific decision-making activities	1. Develop program strategy		
	2. Allocate resources		
	3. Identify program problems to be addressed		
	4. Take corrective action to solve program problems		
	5. Identify and share effective program approaches with others	⬆	
	6. Adopt new program approaches/change work processes		
Management use of performance information	7. Management makes changes to my program based on performance information	⬆	
	8. My peers use performance information to share effective approaches with others		+
	9. Management is committed to using performance information in decision-making		
Individuals paid attention to use	10. The individual I report to paid attention to the agency's use of performance information		
	11. Employees that report to me paid attention to the agency's use of performance information		
15 questions related to leading practices that promote the use of performance information			
Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
	2. My agency aligns program performance measures with agency-wide goals	N/A	+
Improving usefulness	3. There are meaningful performance measures for my program(s)	N/A	
	4. Program staff have a shared understanding of performance measurement definitions	N/A	
	5. Performance information is available in time to be useful		
	6. Performance information is of sufficient quality	N/A	
	7. Managers take steps to ensure performance information is useful and/or appropriate		+
Developing capacity	8. Received training to use program performance information to make decisions		
	9. Received training to link program performance to agency strategic goals		
	10. Managers have analytical tools to collect, analyze, and use performance information		+
Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
Communicating performance information	12. I routinely communicate program performance information to stakeholders	N/A	
	13. Managers effectively communicate performance information on a routine basis		+
	14. My agency's performance information is easily accessible to the public		+
	15. Agency employees receive positive recognition for helping achieve goals		

Legend

⬆/⬇ Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017

+/− Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average

N/A Not applicable. Comparisons for increases/decreases not possible because the question was introduced or significantly revised in 2020

Source: GAO analysis of survey data. | GAO-22-103910

Accessible Data for Figure 39: 2020 Statistically Significant Survey Results at the Social Security Administration

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
Use index score			increase	
11 questions that comprise the use index	Use in specific decision-making activities	1. Develop program strategy		
11 questions that comprise the use index	Use in specific decision-making activities	2. Allocate resources		
11 questions that comprise the use index	Use in specific decision-making activities	3. Identify program problems to be addressed		
11 questions that comprise the use index	Use in specific decision-making activities	4. Take corrective action to solve program problems		
11 questions that comprise the use index	Use in specific decision-making activities	5. Identify and share effective program approaches with others	increase	
11 questions that comprise the use index	Use in specific decision-making activities	6. Adopt new program approaches/change work processes		
11 questions that comprise the use index	Management use of performance information	7. Management makes changes to my program based on performance information	increase	
11 questions that comprise the use index	Management use of performance information	8. My peers use performance information to share effective approaches with others		higher
11 questions that comprise the use index	Management use of performance information	9. Management is committed to using performance information in decision making		
11 questions that comprise the use index	Individuals paid attention to use	10. The individual I report to paid attention to use of performance information		

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
11 questions that comprise the use index	Individuals paid attention to use	11. Employees that report to me paid attention to use of performance information		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	1. Managers align program performance measures with agency-wide goals		
15 questions related to leading practices that promote the use of performance information	Aligning goals and measures	2. My agency aligns program performance measures with agency-wide goals*	n/a	higher
15 questions related to leading practices that promote the use of performance information	Improving usefulness	3. There are meaningful performance measures for my program(s)*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	4. Program staff have a shared understanding of performance measurement definitions*	n/a	
15 questions related to leading practices that promote the use of performance information	Improving usefulness	5. Performance information is available in time to be useful		
15 questions related to leading practices that promote the use of performance information	Improving usefulness	6. Performance information is of sufficient quality*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Improving usefulness	7. Managers take steps to ensure performance information is useful and/or appropriate		higher
15 questions related to leading practices that promote the use of performance information	Developing capacity	8. Received training to use program performance information to make decisions		
15 questions related to leading practices that promote the use of performance information	Developing capacity	9. Received training to link program performance to agency strategic goals		
15 questions related to leading practices that promote the use of performance information	Developing capacity	10. Managers have analytical tools to collect, analyze, and use performance information		higher
15 questions related to leading practices that promote the use of performance information	Demonstrating commitment	11. My agency's top leadership demonstrates a strong commitment to achieving results		
15 questions related to leading practices that promote the use of performance information	Communicating performance information	12. I routinely communicate program performance information to stakeholders*	n/a	

Category	Topic/practice	Survey Question	2020 Result (Reported result in 2020 was a statistically significant increase/decrease compared to the result managers reported at this agency in 2017)	2020 Result (Reported result in 2020 was statistically significantly higher/lower than the 2020 government-wide average)
15 questions related to leading practices that promote the use of performance information	Communicating performance information	13. Managers effectively communicate performance information on a routine basis		higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	14. My agency's performance information is easily accessible to the public		higher
15 questions related to leading practices that promote the use of performance information	Communicating performance information	15. Agency employees receive positive recognition for helping achieve goals		

Appendix VI: Comments from the Department of Veterans Affairs

DEPARTMENT OF VETERANS AFFAIRS
WASHINGTON

October 19, 2021

Ms. Alissa H. Czyz
Acting Director
Strategic Issues
U.S. Government Accountability Office
441 G Street, NW
Washington, DC 20548

Dear Ms. Czyz:

The Department of Veterans Affairs (VA) appreciates the opportunity to review the highlights of the Government Accountability Office's (GAO) draft report, *Evidence-Based Policymaking: Survey Results Suggest Increased Use of Performance Information across the Federal Government* (GAO-22-103910). VA's focus on the Foundations for Evidence-Based Policymaking Act of 2018 is demonstrated in the report's results as well as alignment with many of the overall findings and recommendations. Specifically, the report shows VA had a larger overall improved performance index score between 2017 and 2020 when compared to any other large agency due to leveraging our existing best practices in evidence-use/evaluation, disseminating them widely, and providing a robust support structure to actively promote wide adoption. VA also conducted enterprise-wide surveys of evidence/evaluator practitioners to provide their direct feedback to areas needing further improvement.

VA continues to augment our robust governance approaches to embed evidence-based decision-making more firmly in our framework. VA appreciates the opportunity to comment on your draft report.

Sincerely,

Tanya Bradsher
Chief of Staff

Accessible Text for Appendix VI: Comments from the Department of Veterans Affairs

October 19, 2021

Ms. Alissa H. Czyz
Acting Director
Strategic Issues
U.S. Government Accountability Office
441 G Street, NW
Washington, DC 20548

Dear Ms. Czyz:

The Department of Veterans Affairs (VA} appreciates the opportunity to review the highlights of the Government Accountability Office's (GAO} draft report, Evidence-Based Policymaking: Survey Results Suggest Increased Use of Performance Information across the Federal Government (GAO-22-103910). VA's focus on the Foundations for Evidence-Based Policymaking Act of 2018 is demonstrated in the report's results as well as alignment with many of the overall findings and recommendations. Specifically, the report shows VA had a larger overall improved performance index score between 2017 and 2020 when compared to any other large agency due to leveraging our existing best practices in evidence-use/evaluation, disseminating them widely, and providing a robust support structure to actively promote wide adoption. VA also conducted enterprise-wide surveys of evidence/evaluator practitioners to provide their direct feedback to areas needing further improvement.

VA continues to augment our robust governance approaches to embed evidence-based decision-making more firmly in our framework. VA appreciates the opportunity to comment on your draft report.

Sincerely,

Tanya Bradsher
Chief of Staff

Appendix VII: Comments from the U.S. Agency for International Development

October 14, 2021

Alissa H. Czyz
Acting Director, Strategic Issues
U.S. Government Accountability Office
441 G Street, N.W.
Washington, D.C. 20226

Re: Agency response to GAO draft report entitled: *Evidence-Based Policymaking: Survey Results Suggest Increased Use of Performance Information across the Federal Government*, Report No. GAO-22-103910

Dear Ms. Czyz:

I am pleased to provide the formal response of the U.S. Agency for International Development (USAID) to the draft report produced by the U.S. Government Accountability Office (GAO) titled, *Evidence-Based Policymaking: Survey Results Suggest Increased Use of Performance Information across the Federal Government*, (GAO-22-103910).

The report has no recommendations for USAID and we do not offer specific comments with regards to the content of the report. USAID complies with the Government Performance and Results Act Modernization Act of 2010 and the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act). These efforts support the Biden-Harris Administrations focus on evidence-based policy and help create a culture of evidence throughout the government.

The report reflects USAID's governmentwide leadership with the use of performance information and other evidence in decision-making, and our commitment in fostering a culture of continuous performance improvement. Survey results showed a significant increase for five of the six inquiries related to the use of performance information in specific decision-making activities, as well as an above average increase, as compared to the government-wide average, in communication and training. These are two important practices that promote the use of performance information for management decision-making.

USAID has produced an Agency-wide Annual Evaluation Plan for Fiscal Year 2022. This plan fulfills the Evidence Act requirement that all Federal Agencies should develop an Annual Evaluation Plan, which describes the significant evaluation activities the Agency plans to conduct in the fiscal year following the year in which it is submitted. The plan contains 35 significant evaluations that each address a question from the Agency-wide Learning Agenda.

USAID also initiated an assessment of its capacity for using evidence, and continues to increase public access to, and use of, data through online repositories such as the Development Data Library (DDL) (data.usaid.gov) and Dollars to Results (results.usaid.gov/results) websites now consolidated through USAID Data Services (aidscape.usaid.gov) for enhanced accessibility.

I am transmitting this letter from USAID for inclusion in the GAO's final report. Thank you for the opportunity to respond to the draft report, and for the courtesies extended by your staff while conducting this engagement.

Sincerely,

Colleen R. Allen

Colleen Allen
Assistant Administrator
Bureau for Management

Accessible Text for Appendix VII: Comments from the U.S. Agency for International Development

October 14, 2021

Alissa H. Czyz
Acting Director, Strategic Issues
U.S. Government Accountability Office
441 G Street, N.W.
Washington, D.C. 20226

Re: Agency response to GAO draft report entitled: Evidence-Based Policymaking: Survey Results Suggest Increased Use of Performance Information across the Federal Government, Report No. GAO-22-103910

Dear Ms. Czyz:

I am pleased to provide the formal response of the U.S. Agency for International Development (USAID) to the draft report produced by the U.S. Government Accountability Office (GAO) titled, Evidence-Based Policymaking: Survey Results Suggest Increased Use of Performance Information across the Federal Government, (GAO-22-103910).

The report has no recommendations for USAID and we do not offer specific comments with regards to the content of the report. USAID complies with the Government Performance and Results Act Modernization Act of 2010 and the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act). These efforts support the Biden-Harris Administrations focus on evidence-based policy and help create a culture of evidence throughout the government.

The report reflects USAID’s governmentwide leadership with the use of performance information and other evidence in decision-making, and our commitment in fostering a culture of continuous performance improvement. Survey results showed a significant increase for five of the six inquiries related to the use of performance information in specific decision-making activities, as well as an above average increase, as compared to the government-wide average, in communication and training. These are two important practices that promote the use of performance information for management decision-making.

USAID has produced an Agency-wide Annual Evaluation Plan for Fiscal Year 2022. This plan fulfills the Evidence Act requirement that all Federal Agencies should

develop an Annual Evaluation Plan, which describes the significant evaluation activities the Agency plans to conduct in the fiscal year following the year in which it is submitted. The plan contains 35 significant evaluations that each address a question from the Agency-wide Learning Agenda.

USAID also initiated an assessment of its capacity for using evidence, and continues to increase public access to, and use of, data through online repositories such as the Development Data Library (DDL) (data.usaid.gov) and Dollars to Results (results.usaid.gov/results) websites now consolidated through USAID Data Services (aidscape.usaid.gov) for enhanced accessibility.

I am transmitting this letter from USAID for inclusion in the GAO's final report. Thank you for the opportunity to respond to the draft report, and for the courtesies extended by your staff while conducting this engagement.

Sincerely,

Colleen Allen
Assistant Administrator
Bureau for Management

Appendix VIII: GAO Contact and Staff Acknowledgments

GAO Contact

Alissa H. Czyz, (202) 512-6806 or czyza@gao.gov

Staff Acknowledgments

In addition to the above contacts, Benjamin T. Licht (Assistant Director), Adam Miles (Analyst-in-Charge), Alexander Ray (Analyst-in-Charge), Mariel Alper, Jacqueline Chapin, Caitlin Cusati, Ann Czapiewski, Karin Fangman, Emily Gruenwald, Chloe Kay, Samantha Lalisan, Terell Lasane, Won (Danny) Lee, Dae Park, Amanda Prichard, Steven Putansu, Alan Rozzi, Michelle Sager, Alicia White, and Kate Wulff made significant contributions to this report.

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