MANAGING FOR RESULTS

Enhancing Agency Use of Performance Information for Management Decision Making

What GAO Found

Agencies can use performance information to make various types of management decisions to improve programs and results. Agencies can also implement a number of practices that can enhance or facilitate the use of performance information. GAO identified four broad types of management decisions for which federal managers can use performance information and five different types of practices that can contribute to greater use of performance information. (See figure.)

Practices That Can Enhance or Facilitate the Use of Performance Information for Management Decision Making

The five federal agencies that GAO examined for this report provide examples of how agencies can use performance information for key management decisions and practices that can enhance or facilitate such use. While agencies face different management conditions and challenges and operate under different authorities, the general uses and practices highlighted in this report could be adapted by other agencies. Helpful next steps would be for agency experiences in using performance information to be more widely shared; and, for agencies to be encouraged to adapt the practices to their unique situations.