Key Considerations for Implementing Cross-Agency Priority Goals and Progress Addressing GAO Recommendations

What GAO Found

The enactment of the GPRA Modernization Act of 2010 (GPRAMA) aimed to create an integrated, crosscutting federal performance planning and reporting framework. The act requires the establishment of 4-year outcome-oriented goals known as cross-agency priority (CAP) goals. CAP goals cover a limited number of mission and management areas, such as improving customer experiences with federal services. The next set of CAP goals is due no later than February 2022.

GAO identified key considerations to facilitate CAP goal implementation, for example:

- **Establish the goal:** Establish a balanced set of outcome-oriented mission and management-focused goals that reflect the government’s highest policy priorities.
- **Identify goal leaders and contributors:** Identify co-leaders and sub-goal leaders to facilitate leadership, continuity, and agency buy-in.
- **Identify resources to support implementation:** Dedicate resources to goal implementation, including funding, staffing, and technology.
- **Use performance information:** Focus on improving the quality and use of data to routinely assess goal progress and a shared commitment to continuous improvement.
- **Report results:** Develop communications strategies to help share success stories and outcomes of the goals.

The Office of Management and Budget (OMB) and agencies have made notable progress in implementing 82 of 106 GAO GPRAMA-related recommendations made since 2012 (see figure).

What GAO Recommends

GAO has made 106 recommendations related to GPRAMA implementation, of which 24 have yet to be fully implemented. GAO believes OMB and the agencies should fully address the remaining recommendations. OMB stated that it had no comments on the report.

View GAO-21-104704. For more information, contact Alissa H. Czyz at (202) 512-6806 or czyza@gao.gov.