

## Leadership at the Governmentwide Level

### *Office of Management and Budget*

#### Requirements

The Office of Management and Budget (OMB) has responsibility for carrying out various governmentwide (cross-agency) performance planning and reporting requirements.

Specifically, the Director of OMB is responsible for

- coordinating with agencies to develop long-term, federal government priority goals and the related annual federal government performance plans. 31 U.S.C. §§ 1115(a), 1120(a).
- reviewing progress toward the federal government priority goals, with the Performance Improvement Council and relevant lead government officials, on at least a quarterly basis. 31 U.S.C. § 1121(a).
- ensuring the effective operation of a single website on government performance, which includes information about the federal government priority goals. 31 U.S.C. § 1122(a), (c).
- providing guidance to agencies on implementing federal government performance planning and reporting requirements. Pub. L. 111-352, § 14(b), 124 Stat. 3866, 3883 (2011).

In addition, the Deputy Director for Management at OMB is to serve as chairperson of the Performance Improvement Council. 31 U.S.C. § 1124(b)(1)(A).

#### Select Legislative History

For more on the legislative history of OMB's role, see citations to the legislation concerning the specific planning and reporting activities in which OMB is involved, as outlined in the Requirements section above.

#### Related GAO Work

GAO has elaborated on and suggested several practices that support this requirement, including:

- the President and OMB demonstrating leadership on using performance information governmentwide ([GAO-09-1011T](#), pp. 16-17);
- demonstrating management involvement ([GAO-05-927](#), pp. 19-20); and
- strengthening leadership commitment to creating and sustaining results-oriented management ([GAO-04-38](#), pp. 69-75 and 101-103).

### *Performance Improvement Council*

#### Requirements

The Performance Improvement Council (PIC) is an interagency council chaired by the Deputy Director for Management at OMB. The PIC is composed of the Performance Improvement Officers from various agencies: the 24 CFO Act agencies as well as other agencies and individuals as determined appropriate by the chairperson. 31 U.S.C. § 1124(b)(1).

The chairperson has the authority to convene the PIC, and is to

- preside at the PIC's meetings;
- determine the PIC's agenda;
- direct the PIC's work; and
- establish and direct PIC subgroups, as appropriate, to deal with particular subject matters.

31 U.S.C. § 1124(b)(2)(A).

The PIC has responsibilities to

- assist OMB in implementing the governmentwide performance planning and reporting requirements to improve the performance of the federal government;
- work to resolve specific governmentwide or crosscutting performance issues;
- facilitate the exchange of performance-improvement practices across agencies;
- coordinate with other interagency councils;
- seek advice and information from nonmember agencies, particularly smaller agencies;
- consider the performance improvement experiences of other governments (foreign, state, and local), corporations, nonprofit organizations, public sector unions, and federal employees and customers; and
- develop recommendations to streamline and improve performance management policies and requirements and submit them to the Director of OMB, or when appropriate, to the President.

31 U.S.C. § 1124(b)(2)(B), (C), (D), (E), (F), (G), (H), (J).

The General Services Administration is to provide administrative and other support to the PIC. In addition, the PIC can request and receive assistance, information and advice from agencies, to the extent permitted by law. Also, to the extent permitted by law, agencies participating in the PIC may be requested by the chairperson to provide up to two personnel authorizations each to serve at the direction of the chairperson. 31 U.S.C. § 1124(b)(2)(I), (3)(A), (3)(B).

#### Select Legislative History

The Act also establishes in statute a government-wide Performance Improvement Council (PIC), comprising the Deputy Director for Management of OMB, who serves as the chairperson, the PIOs from each of the 24 CFO Act agencies, other agency PIOs and other individuals as determined appropriate by the chairperson. The PIC was originally established under Executive Order 13,450, *Improving Government Program Performance*, on November 13, 2007). 72 Fed. Reg. 64,519. The Act enhances the responsibilities of the PIC, directing it to coordinate performance and management activities with other interagency management councils, such as the Chief Acquisition Officers Council, the Chief Financial Officers Council, the Chief Human Capital Officers Council, the Chief Information Officers Council, and the Federal Real Property Management Council. The Senate Committee on Homeland Security expected that other interagency management councils would take lead responsibility for implementing the management improvement-related federal government priority goals (i.e., the Chief Financial Officers Council will be responsible for the financial management-related goal), with the PIC assisting the other councils and monitoring progress toward the goals. S. Rep. No. 111-372, at 10-11 (2010).

#### Related GAO Work

GAO has elaborated on and suggested several practices that support this requirement, including:

- the PIC facilitating the exchange of best practices and working to improve agency program management and performance ([GAO-13-356](#));
- the President and OMB demonstrating leadership on using performance information governmentwide ([GAO-09-1011T](#), pp. 16-17);
- demonstrating management involvement ([GAO-05-927](#), pp. 19-20); and
- strengthening leadership commitment to creating and sustaining results-oriented management ([GAO-04-38](#), pp. 69-75 and 101-103).

#### *Lead Government Official*

#### Requirements

For each federal government performance goal, a lead government official is responsible for coordinating efforts to achieve the goal. 31 U.S.C. § 1115(a)(3).

In addition, the lead government official is to participate in the quarterly reviews conducted by the Office of Management and Budget and the Performance Improvement Council of progress toward the goal. 31 U.S.C. § 1121(a)(1).

#### Select Legislative History

For more on the legislative history of the lead government official's role, see citations to the legislation concerning the specific planning and reporting activities in which the lead government official is involved, as outlined in the Requirements section above.

### Related GAO Work

GAO has elaborated on and suggested several practices that support this requirement, including:

- practices for enhancing interagency collaboration ([GAO-06-15](#));
- demonstrating management involvement ([GAO-05-927](#), pp. 19-20); and
- strengthening leadership commitment to creating and sustaining results-oriented management ([GAO-04-38](#), pp. 69-75 and 101-103).