

Managing for Results: Analytic Challenges in Measuring Performance: HehsGgd-97-138



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Bibliogov. Paperback. Book Condition: New. This item is printed on demand. Paperback. 52 pages. Dimensions: 9.7in. x 7.4in. x 0.1in. Pursuant to a legislative requirement, GAO reviewed the implementation of the Government Performance and Results Acts (GPRA) requirements in the pilot phase, focusing on: (1) the analytic and technical challenges agencies are experiencing as they try to measure program performance; (2) the approaches they have taken to address these challenges; and (3) how the agencies have made use of program evaluations or evaluation expertise in implementing performance measurement. GAO noted that: (1) the programs included in GAOs review encountered a wide range of serious challenges; (2) 93 percent of the officials GAO surveyed reported at least one as a great or very great challenge, and some were not very far along in implementing the steps required by the Results Act; (3) eight of the 10 tasks rated most challenging emerged in the two relatively early stages of the performance measurement process, identifying goals and developing performance measures; (4) in developing both goals and performance measures, respondents found it difficult to move beyond a summary of their programs activities, such as the number of clients served, to distinguish the desired outcome or result of those activities; (5) sometimes selecting an outcome measure was impeded, instead, by conflicting stakeholder views of the programs intended results or by anticipated data collection problems; (6) issues in the data collection stage were rated as less serious and revolved around the programs lack of control over data that third parties collected, but programs may have avoided some data issues through selection of measures for which data already existed; (7) the greatest challenge in the analysis and reporting stage was separating a programs impact on its objectives from the impact of external factors, primarily because many federal programs...

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