



**The Federal Performance Framework:  
Delivering a High-Performance Government**

**HIGHLIGHTS**

**January 2017**

# The Federal Performance Framework:

## Delivering A High-Performance Government

Building a government that works smarter, better, and more efficiently to deliver results for the American people is a cornerstone of this Administration. Since taking office, the President has challenged Federal leaders and managers to build a Government that is leaner, smarter, and more effective, while delivering the best results for the American taxpayer.

The Administration has continued to shift the emphasis from simply publishing performance information to focus on increasing its use to inform decision-making and deliver greater impact for the American public. Looking to incorporate successful practices from both private and public organizations, the Administration designed its performance management framework to recognize the critical role senior leadership plays in driving agency results.

In 2010, the Administration worked with the Congress to enact the Government Performance and Results (GPRA) Modernization Act, incorporating performance management best practices while also ensuring reforms and lessons learned were institutionalized to ensure stability. The approach to delivering more effective and efficient Government rests on the following proven management practices:

- *Engaging Leaders*
- *Focusing on Clear Goals and Data-Driven Performance Reviews*
- *Expanding Impact through Strategic Planning and Strategic Reviews*
- *Strengthening Agency Capabilities, Collaboration, and Knowledge*
- *Communicating Performance Results Effectively*

Working in conjunction with agencies, the Administration continues to build upon and ingrain these proven management practices in the operations of the Federal Government. These efforts have led to measurable improvements of program outcomes and management of agency operations over the past 7 years, with several successes highlighted below.

- **Department of Energy:** By the end of Fiscal Year 2015, the Department of Energy's National Nuclear Security Administration worked to remove or confirm the disposition of enough material to make over 200 nuclear weapons.
- **Department of Interior:** Since 2009, the Department of the Interior has approved the development of 16,000 megawatts of capacity for power generation or transmission using renewable energy resources, enough to potentially power approximately 5 million homes.

- **Department of Housing and Urban Development:** The Departments of Housing and Urban Development, Veterans Affairs, and other Federal partners have worked to reduce veteran homelessness by 47% over six years.
- **Department of Labor:** In April 2010, the Upper Big Branch (UBB) Mine exploded, claiming the lives of 29 miners. This was the worst mine accident in 40 years. The Department of Labor (DOL) launched an accident investigation and internal review to understand what happened at UBB. Since that incident, DOL maintains data on all active mines and uses the data to aggressively inspect, enforce, and improve mine safety and health standards. As a result of this continued work, mine violations per inspection hour are down 22%, and the failure to comply with mandatory health and safety standards decreased 63%. Through a coordinated approach to improve enforcement effectiveness of mine inspections, miners in the U.S. are safer, healthier than ever.
- **Department of the Treasury:** In FY 2012, the Treasury Department created an Agency Priority Goal to increase electronic transactions with the public for the purposes of improving service, preventing fraud, and reducing costs. Through their efforts, the Department has saved the American people approximately \$500 million as paper benefit payments dropped from 131 million in 2010 to 39 million in 2013, a decrease of more than 70 percent. In FY 2016, paper benefits continued to decrease to fewer than 18 million.
- **Small Business Administration:** Prior to FY 2009, disaster survivors could only apply for loans through a cumbersome paper application. Consequently, the Small Business Administration did not receive many applications until two to three weeks after a declared disaster. To improve program responsiveness and accessibility, the SBA's Office of Disaster Assistance began an effort to modernize its technology infrastructure. This improvement led to the development and implementation of an electronic loan application (ELA) system. Today, 93% percent of Disaster Assistance loans are now processed electronically, with disaster survivors able to apply for loans sooner and faster. Survivors can receive their initial disbursement in days, not weeks, allowing them to stay afloat and turn their energy and attention toward rebuilding.

Further information on each of these success stories follows. Complete information on the Agency Priority Goals and other results of the Federal performance framework can be found on [Performance.gov](http://Performance.gov).

# Nuclear Nonproliferation

Department of Energy | National Nuclear Security Administration

***By the end of FY 2015, DOE/NNSA removed or confirmed the disposition of enough material to make over 200 nuclear weapons***

## What's the Issue?

The world faces potential threats of terrorists acquiring the materials needed to make a nuclear weapon – particularly highly enriched uranium (HEU) and separated plutonium. Even small amounts of these materials could be used to create a catastrophic weapon with the ability to kill hundreds of thousands of people. In response to this threat, the Department of Energy's National Nuclear Security Administration (DOE/NNSA) Office of Defense Nuclear Nonproliferation (DNN) has worked closely with a wide range of international partners, U.S. federal agencies, DOE national laboratories, and the private sector to detect, secure, and dispose of dangerous nuclear and radiological material.

## What was the Intervention?

In his April 2009 Prague speech, President Obama stated that *"we must ensure that terrorists never acquire a nuclear weapon. This is the most immediate and extreme threat to global security. One terrorist with one nuclear weapon could unleash massive destruction. Al Qaeda has said it seeks a bomb and that it would have no problem with using it. And we know that there is unsecured nuclear material across the globe. To protect our people, we must act with a sense of purpose without delay. So today I am announcing a new international effort to secure all vulnerable nuclear material around the world within four years. We will set new standards, expand our cooperation with Russia, pursue new partnerships to lock down these sensitive materials."*

As part of this initiative, DOE/NNSA accelerated efforts to remove or confirm the disposition of weapons-usable materials, specifically HEU and plutonium. The work required the dedication of hundreds of individuals from DOE, other U.S. government organizations, the U.S. national laboratories, and international partners. DOE/NNSA overcame significant hurdles, and created new technical capabilities to accelerate the removal of this dangerous material. DOE/NNSA assessed the worldwide inventory of nuclear materials; coordinated with other USG agencies and countries; and developed a prioritized list of the most vulnerable materials to be removed/eliminated. Quarterly meetings with international partners enhanced existing positive working relations, helped to quickly resolve issues, and keep projects on schedule.

## What was the Impact?

DOE/NNSA surpassed its cumulative target of removing or disposing 5,332 kilograms of vulnerable nuclear material (HEU and plutonium) by the end of FY 2015. Since the program's inception, as of the end of FY 2015 DOE/NNSA removed or confirmed the disposition of 5,376 kilograms of HEU and plutonium, enough material for over 200 nuclear weapons and removed all HEU from 28 countries plus Taiwan.

## How was Performance Management useful?

DOE/NNSA made this work a High Priority Performance Goal for FY 2009 – 2013 and an Agency Priority Goal for FY 2014 - 2015. While DOE/NNSA had already been working since 1996 to eliminate these dangerous materials, making it a priority goal highlighted the Administration's commitment to provide additional resources and accelerate these efforts.

# Renewable Energy

Department of the Interior | Bureau of Land Management

*Since 2009, the Department of the Interior has approved the development of 16,000 megawatts of capacity for power generation or transmission using renewable energy resources; enough to potentially power approximately 5 million homes*

## What's the Issue?

Onshore, the Department of the Interior's (DOI) Bureau of Land Management (BLM) identified 20.6 million acres of public land with wind energy potential in 11 western states, 30 million acres with solar energy potential in six southwestern states, and 111 million acres of public land in western states and Alaska with geothermal resource potential. Offshore, DOI's Bureau of Ocean Energy Management (BOEM) manages the Outer Continental Shelf, 1.7 billion acres of federal-offshore lands with enormous wind-energy potential.

As manager of one-fifth of the nation's landmass and 1.7 billion acres of the outer continental shelf, DOI plays a major role in implementing the Obama Administration's "Smart from the Start" strategy to develop all appropriate sources of renewable and conventional energy on U.S. managed areas. Responsible development of conventional and renewable resources on DOI managed lands and waters involve processing applications in a focused manner with full environmental analysis and public review. By advancing renewable energy, DOI helps America produce more energy at home, reducing our dependency on foreign oil while supporting a growing economy, creating jobs, and reducing greenhouse gas emissions.

## What was the Intervention?

In 2009, DOI initiated a goal to increase its authorizations for developing generation or transmission capacity from renewable energy resources (solar, wind, and geothermal) in federally managed areas. Onshore, DOI maintains a renewable energy project list and ensures the progress of those applications, in terms of the necessary public participation and environmental analysis under applicable Federal and state laws, toward timely project approval. Interior tracks these projects through multi-bureau meetings to ensure issues are resolved in a timely manner. Additionally, for every project on the list, BLM posts the status at each critical stage of the renewable energy project approval cycle conducted in accordance with the principles of the National Environmental Policy Act. These projects can be reviewed through the BLM's renewable energy website at

[http://www.blm.gov/wo/st/en/prog/energy/renewable\\_energy.html](http://www.blm.gov/wo/st/en/prog/energy/renewable_energy.html).

Offshore, the Bureau of Ocean Energy Management (BOEM) conducts lease sales for wind and wave renewable energy development as well as offshore energy transmission lines. To assess sites on the Outer Continental Shelf (OCS) for potential renewable energy projects, BOEM works closely with State, tribal and local stakeholders and industry to develop and implement a regulatory framework for offshore renewable energy and to identify Wind Energy Areas that have the highest potential wind resources and fewest competing use conflicts. Focusing development in these pre-approved areas expedites the permitting and approval process. More information is available at

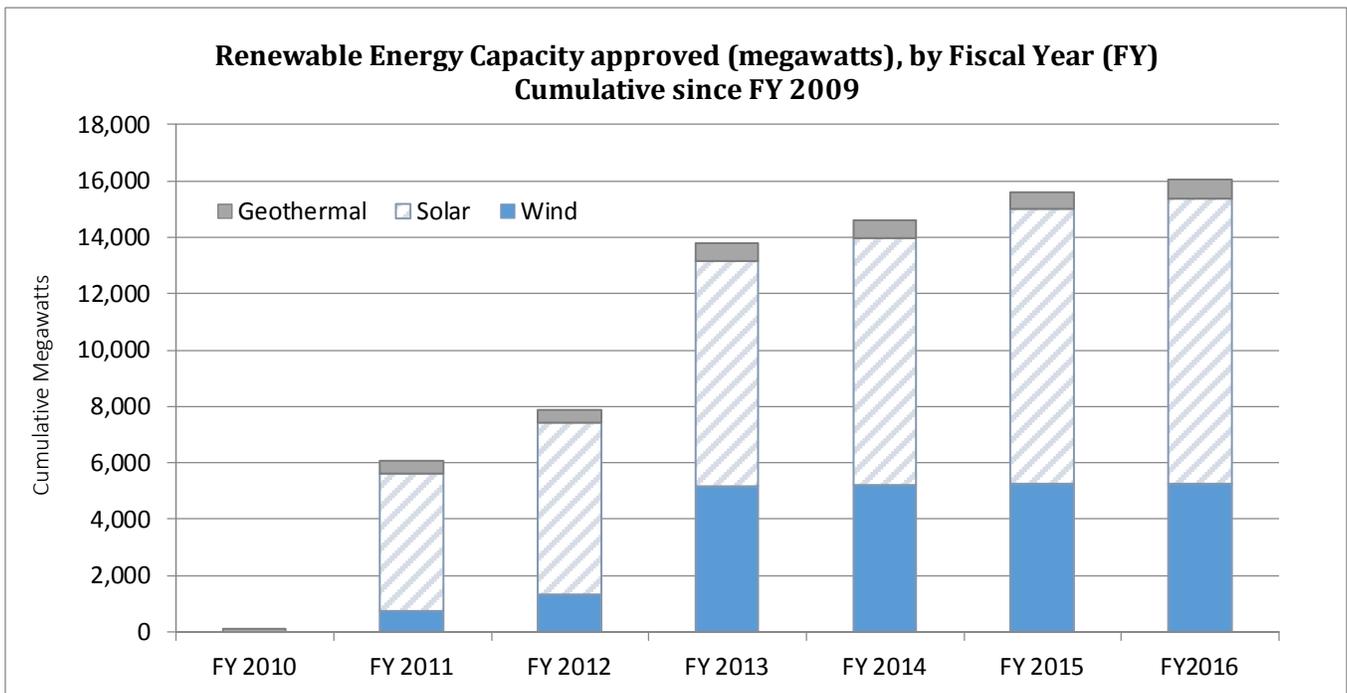
<http://www.boem.gov/Renewable-Energy/>.

### How was Performance Management useful?

Regularly tracking performance toward the goal of approved capacity (in megawatts) for using renewable energy resources in Quarterly Status Reviews signaled managers in advance that the goal was not being achieved and that alternate action was needed. This brought together the multiple bureaus that were involved to jointly determine the factors interfering with the approval of the projects and develop a solution. Through these collaborations an alternate solution for dealing with sensitive bird species and concerns for obstructing landscapes was developed by substituting more acceptable sites. The initiative was put back on track to approving 20,000 megawatts of capacity from renewable energy resources by 2020.

### What was the Impact?

Prior to 2010, DOI had approved only 2,500 megawatts of wind and geothermal energy projects, but no solar energy projects. Since 2009, DOI has approved over 60 renewable energy projects including 25 solar facilities, 10 wind projects, 11 geothermal projects, and 20 transmission or connected action projects that help connect to the power grid. When built, these projects will provide more than 16,000 megawatts of power, or enough electricity to power approximately 5 million homes, produced from renewable energy resources, while providing over 24,000 construction and operations jobs.



# Ending Veterans Homelessness

Department of Housing and Urban Development

*Veteran Homelessness Reduced 47% Over 6 Years*

## What's the Issue?

In January of 2010, over 74,000 veterans were experiencing homelessness – with more than 30,000 living on the streets. Veterans experience homelessness for many of the same reasons that non-veterans do, including economic and personal hardships and a shortage of affordable housing. However, exposure to combat and repeated deployments may also contribute to homelessness. Veterans have high rates of post-traumatic stress disorder, traumatic brain injury, and sexual trauma that may make it difficult for them to find employment and build stable relationships. Multiple and extended deployments may also contribute to unemployment and family conflict that can lead to isolation and homelessness.

## What was the Intervention?

Since 2010, HUD, VA, and other Federal partners have expanded the array of services and supports aimed at identifying and rapidly connecting veterans to housing, clinical care, and social services. With new resource investments from Congress, effective interventions — like the HUD-VA Supportive Housing (HUD-VASH) program and the Supportive Services for Veteran Families (SSVF) program — have grown substantially, and have been targeted to areas of greatest need.

In addition to the new targeted resources, agencies are also leveraging mainstream resources to support efforts to end homelessness. For example, HUD is for the first time ever tracking admissions of new homeless households into mainstream HUD-assisted housing (Public Housing, Housing Choice Vouchers, and Multifamily Housing programs) in the Department's Annual Performance Report.

Underlying these new resources and strategies, a key

instrument in improving Federal efforts to end homelessness across all populations has been the adoption of a systems approach. Federal agencies are collaborating across silos, working towards common goals, monitoring and troubleshooting implementation using data and performance management, encouraging investment in evidence-informed practices, and working closely with local community partners

## How was Performance Management useful?

HUD and the VA have collaborated around a joint Agency Priority Goal to end veteran homelessness in 2015. Leaders from HUD and the VA meet quarterly at "HUDStat" meetings to track progress on reducing veteran homelessness. These quarterly meetings hold programs accountable for their performance and are used to inform program improvements as well as decisions on resource allocation. Resources are directed towards high performing and cost-effective programs and away from underperforming or less cost-effective programs.

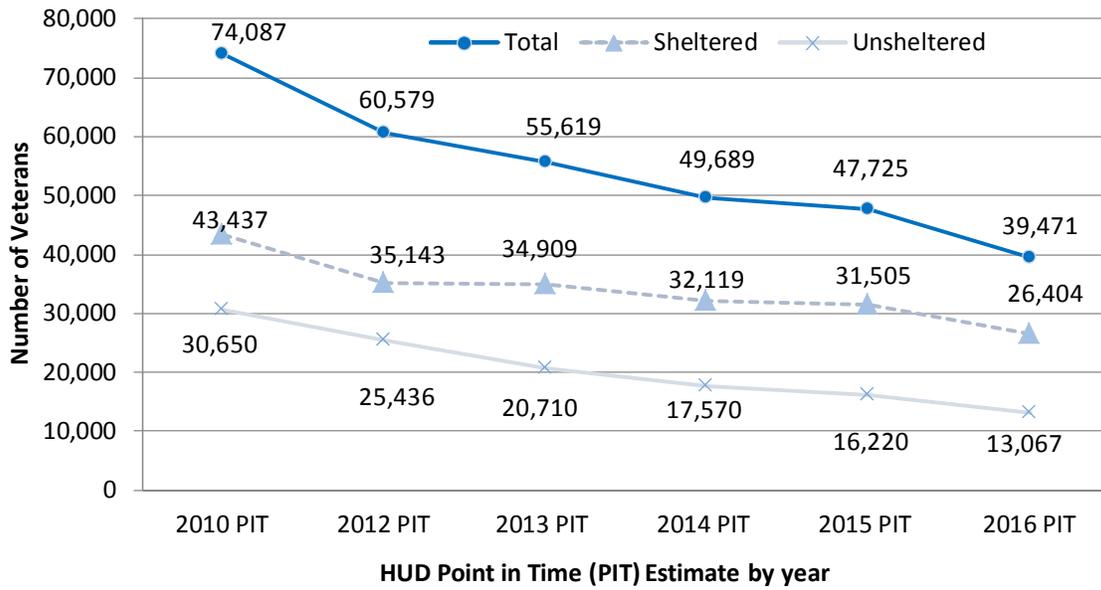
## What was the Impact?

Since 2010, total homelessness among veterans has fallen from over 74,000 to under 40,000 – a 47% improvement. Moreover, the number of homeless veterans who are living on the streets has fallen by 57%.

In addition, a growing list of communities, including the entire states of Connecticut, Delaware, and Virginia, have proven that ending veteran homelessness is possible and sustainable. As documented through the federal Criteria and Benchmarks, they have driven down the number of veterans experiencing homelessness to as close to zero as possible, while also building and sustaining systems that can effectively and efficiently address veterans' housing crises in the future. A regularly updated list of communities can be found at

[http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/veteran\\_information/mayors\\_challenge/](http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/veteran_information/mayors_challenge/)

## Veterans Experiencing Homelessness



NOTE: This metric is measured by the annual Point-in-Time (PIT) count, a count of persons experiencing homelessness on a single night in January each year. These counts indicate the impact of the previous fiscal year programs, i.e. the 2015 PIT count measures our progress made in 2014.

# Mine Safety

Department of Labor | Mine Safety and Health Administration

*Miners in U.S. Safer, Healthier Than Ever*

## What's the Issue?

In 2009, about half of the Department of Labor's (DOL) Mine Safety and Health Administration (MSHA) inspectors had two years or less of inspection experience. Mine operator violations and penalties skyrocketed and the number of contested cases peaked at approximately 89,000 citations in January 2011. In April 2010, the Upper Big Branch (UBB) Mine exploded, claiming the lives of 29 miners. This was the worst mine accident in 40 years.

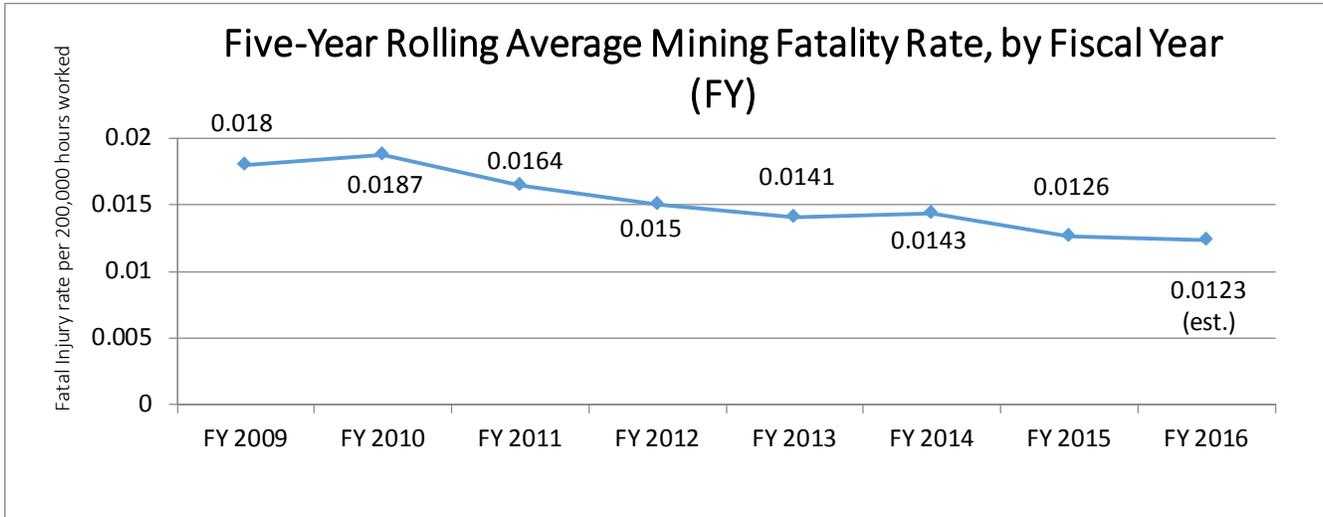
## What was the Intervention?

In response, MSHA launched an accident investigation and internal review to understand what happened at UBB. MSHA targeted problem mines through the impact inspection program (additional unannounced inspections) and the Pattern of Violations (POV) law, under which MSHA can close dangerous areas of a mine with a history of chronic violations until Significant and Substantial (S&S) violations are remedied. MSHA also increased enforcement of rules for mine ventilation and coal dust control to prevent mine explosions. Other procedures strengthened protection of miners' rights and policies prohibiting advance notice of MSHA inspections.

To improve enforcement effectiveness, MSHA completely overhauled its inspection manuals, created a centralized agency policy development and review process, and retrained all enforcement staff. MSHA also used a strategic approach to rulemaking; for example, one rule lowered miners' exposure to unhealthy coal mine dust and increased sampling, and another (proximity detection) was enacted to protect miners from being crushed by the huge continuous mining machines in underground coal mines.

## How was Performance Management useful?

The Mine Act requires MSHA to inspect surface mines at least twice a year and underground mines at least four times a year; this covers over 13,000 mines that employ about 350,000 miners. MSHA maintains a wealth of data on all active mines in the U.S. and uses the data to aggressively enforce and improve mine safety and health standards. Since 2010, DOL has had an Agency Priority Goal (APG) for mine safety, measured by the fatal injuries per 200,000 hours worked (see chart below). MSHA uses many other measures to implement and monitor strategies for reducing the fatality rate APG and the all-injury rate and includes some of them in quarterly Operating Plan reviews with the Deputy Secretary.



### What was the Impact?

In addition to the APG trend depicted in the graph above, MSHA achieved the following results from its major initiatives over the last seven years:

- A review of the mines that received impact inspections since April 2010 shows that overall compliance is improving at these mines. As of June 30, 2016, violations per inspection hour at these mines were down 22 percent; significant and substantial (S&S) violation rates decreased 33 percent; and rates of Section 104(d) violations for operators' unwarrantable failure to comply with mandatory health and safety standards decreased 63 percent. The total lost time injury rate decreased two percent compared to the 12 months prior to each mine's first impact inspection.
- As of June 30, 2016, the total violation rate for POV mines was down 43 percent; the S&S violation rate was down 67 percent; and the rate of unwarrantable failure violations decreased by 85 percent. The lost time injury rate dropped by 56 percent compared to the 12 months prior to each mine's evaluation period.
- To reduce the contested case backlog, MSHA obtained supplemental funding to create a pre-assessment conference process that could resolve violations without litigation. This process helped reduce the total number of contested cases in inventory by 83 percent (from approximately 89,000 at the end of FY 2010 to approximately 15,000 at the end of FY 2016).
- During the first twelve months of the new respirable dust rule, the yearly average exposure for the dustiest occupations dropped to the lowest levels ever at 0.65 milligrams per cubic meter of air (mg/m<sup>3</sup>).

# Going Paperless

Department of Treasury | Bureau of the Fiscal Service

*Hundreds of Millions of dollars saved by “going paperless”*

## What’s the Issue?

Treasury’s Bureau of the Fiscal Service is responsible for managing and operating federal payment systems and disburses approximately 85 percent of all Federal payments. Major payments include: Social Security Benefits, Supplemental Security Income, Federal Pension Benefits, Veterans’ Compensation and Pension, Railroad Retirement Pensions, and tax refunds. In FY 2010, 82 percent of payments and associated information were settled electronically.

## What was the Intervention?

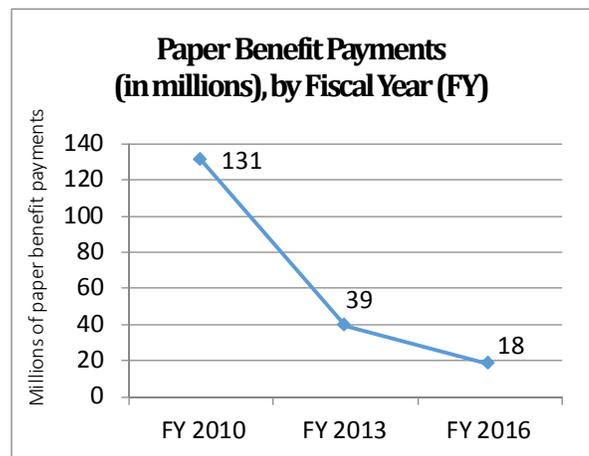
As a part of its strategic plan, Treasury aimed to modernize the Federal government’s payment and collection systems, improving the efficiency of operations and allowing the Department to get money to beneficiaries and back into the economy faster than ever. For the FY 2012-2013 reporting period, Treasury created an Agency Priority Goal to increase electronic transactions with the public for the purposes of improving service, preventing fraud, and reducing costs.

## How was Performance Management useful?

By creating an Agency Priority Goal, Treasury raised visibility of the issue within the Department and designated a goal leader responsible for tracking and achieving results (the Fiscal Assistant Secretary). The goal leader indicated in interviews with GAO that using performance information to track progress helped achieve the goal. The APG mechanism also proved useful in raising the visibility of Treasury’s efforts to the public and other external stakeholders, which proved useful because a significant part of the goal leader’s work involved providing information to the public due to the impact of such a transition.

## What was the Impact?

Treasury saved the American people approximately \$500 million; paper benefit payments dropped from 131 million in 2010 to 39 million in 2013 (more than 70 percent). Treasury has continued to track this as an Annual Performance Report metric to ensure continued progress after the APG sunset: in FY 2016, paper benefits continued to decrease to fewer than 18 million.



# Disaster Assistance

Small Business Administration | Office of Disaster Assistance

***Electronic Disaster Assistance Loan Processing Saves Time and Money:  
93% percent of Disaster Assistance loans are now processed electronically***

## What's the Issue?

Ensuring that small businesses return to normal operations after a disaster is essential to restoring affected local economies. To provide support after a disaster, the U.S. Small Business Administration (SBA) offers direct, low-interest loans to impacted businesses of all sizes, private non-profit organizations, homeowners, and renters. On average, the SBA approves more than 18,000 loans for a total of nearly \$1 billion across 300 declared disasters each year. These loans are a critical source of economic stimulus that help protect and create jobs, stabilize tax bases, and revitalize local communities.

Prior to FY 2009, disaster survivors could only apply for loans through a cumbersome paper application. Consequently, the SBA did not receive many applications until two to three weeks after a declared disaster. In addition, loan processors manually entered application data into the Agency's loan management system, resulting in human error and further delays. These issues prevented disaster survivors from quickly receiving their initial loan disbursement and limited the SBA's ability to increase its assistance efforts.

## What was the Intervention?

To improve the program's responsiveness and accessibility, the SBA's Office of Disaster Assistance began an effort to modernize its technology infrastructure. This improvement led to the development and implementation of an electronic loan application (ELA) system. ELA simplified and streamlined the application process through a user-friendly online interface, speeding delivery of Federal assistance. It improved data integrity used in the loan underwriting process, which enhanced staff productivity and saved money. These improvements have enabled SBA employees to better analyze the impact of disasters in real time and build an accurate scale up model based on approximate loan processing time standards and application volume.

## How was Performance Management useful?

Performance management served as an important tool for tracking the ELA implementation and measuring its

success. Its inclusion as a strategy for achieving one of SBA's strategic objectives and its establishment as an FY 2012-2013 and FY 2014-2015 Agency Priority Goal helped focus attention on the issue. Quarterly Deep Dives ensured accountability and transparency at the leadership level through the tracking of loan application return rates.

## What was the Impact?

ELA has been described as a "game changer" at the SBA. Because disaster survivors can now apply for loans sooner and faster, they can receive their initial disbursement in days, not weeks, allowing them to stay afloat and turn their energy and attention toward rebuilding. Survivors have adopted ELA as their preferred loan application method, with more than 93% of all disaster loan applications in FY 2016 being processed electronically.

Visit  
**Performance.gov**  
and learn more about other  
Agency Priority Goal Success Stories

