



DEPUTY DIRECTOR
FOR MANAGEMENT

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

Testimony of the Honorable Clay Johnson III

before the

Subcommittee on Oversight of Government Management, the Federal Workforce,
and the District of Columbia
of the

Senate Committee on Homeland Security and Government Affairs

December 13, 2007

I agree that the Executive and Legislative Branches should be more firmly committed to spending taxpayers' money well and better every year.

For each program, initiative, and agency, I believe the Executive Branch must have:

- Clear outcome goals, mutually agreed upon by all relevant stakeholders,
- Clear, reasonably aggressive action plans and timetables for accomplishing the goals,
- Clearly defined accountability for implementing the plans as promised, and
- A clear understanding by all that accomplishing the goals is important to the head of the agency and to Congress.

The agency head has to be held accountable for the agency's performance relative to its goals. I believe existing Deputy Secretaries can perform these responsibilities for the agency head as long as several minimum requirements are met. They must have performance officers to help ensure the four key elements described above exist. Also, management must really be held accountable for implementing the plans as promised: it is critically important that the Senior Executive Service (SES) be evaluated on the performance of their programs, as the current law encourages.

The mutually-agreed upon performance goals, reasonably aggressive action plans

for accomplishing them, and formal accountability for implementing the plans as promised are the means by which performance continuity between administrations is best assured. Career employees who do the work continue to be held accountable when political leadership is not yet in place during the first months of a new administration.

The head of the supporting performance office does not need to be subject to term limits, and can be a political position as long as there is a very strong career deputy.

OMB is already working with each agency to establish a formal, effective performance improvement function appropriate for each agency, and will incorporate into this effort the principles suggested in this recent GAO report.

As mentioned above, I believe the Legislative Branch in general should be more formally committed to spending taxpayers' money well and better every year. We should measure programs by the results achieved for the citizen and taxpayer rather than the money spent. Congress' attention to program performance in its oversight, budgeting and appropriations work says loud and clear to our employees that our citizens really want to be served well, and better every year.

Thank you for inviting me.