

MANAGING FOR SOCIAL CHANGE:

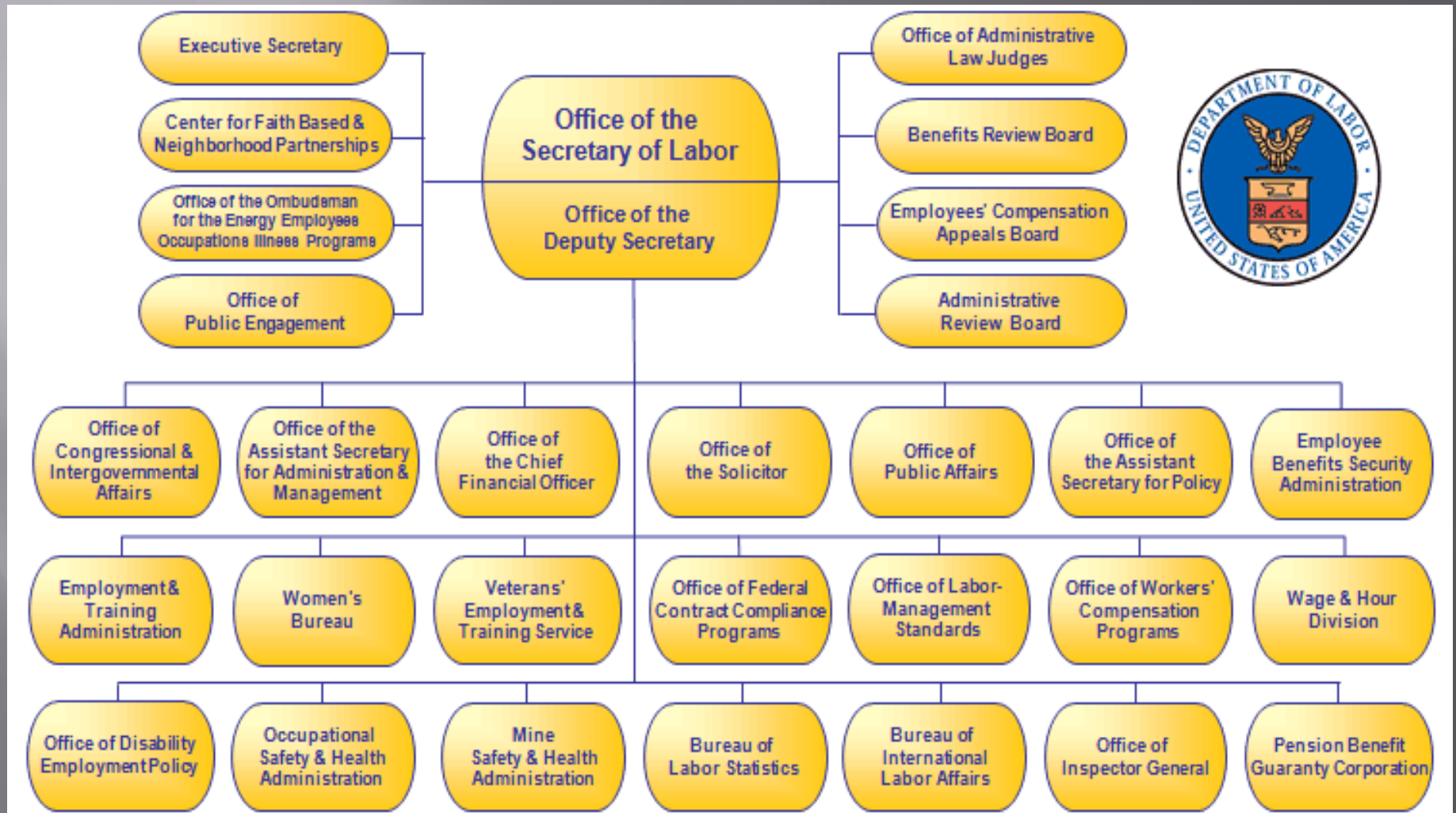
Using Data and Evidence to Improve Labor Department Performance

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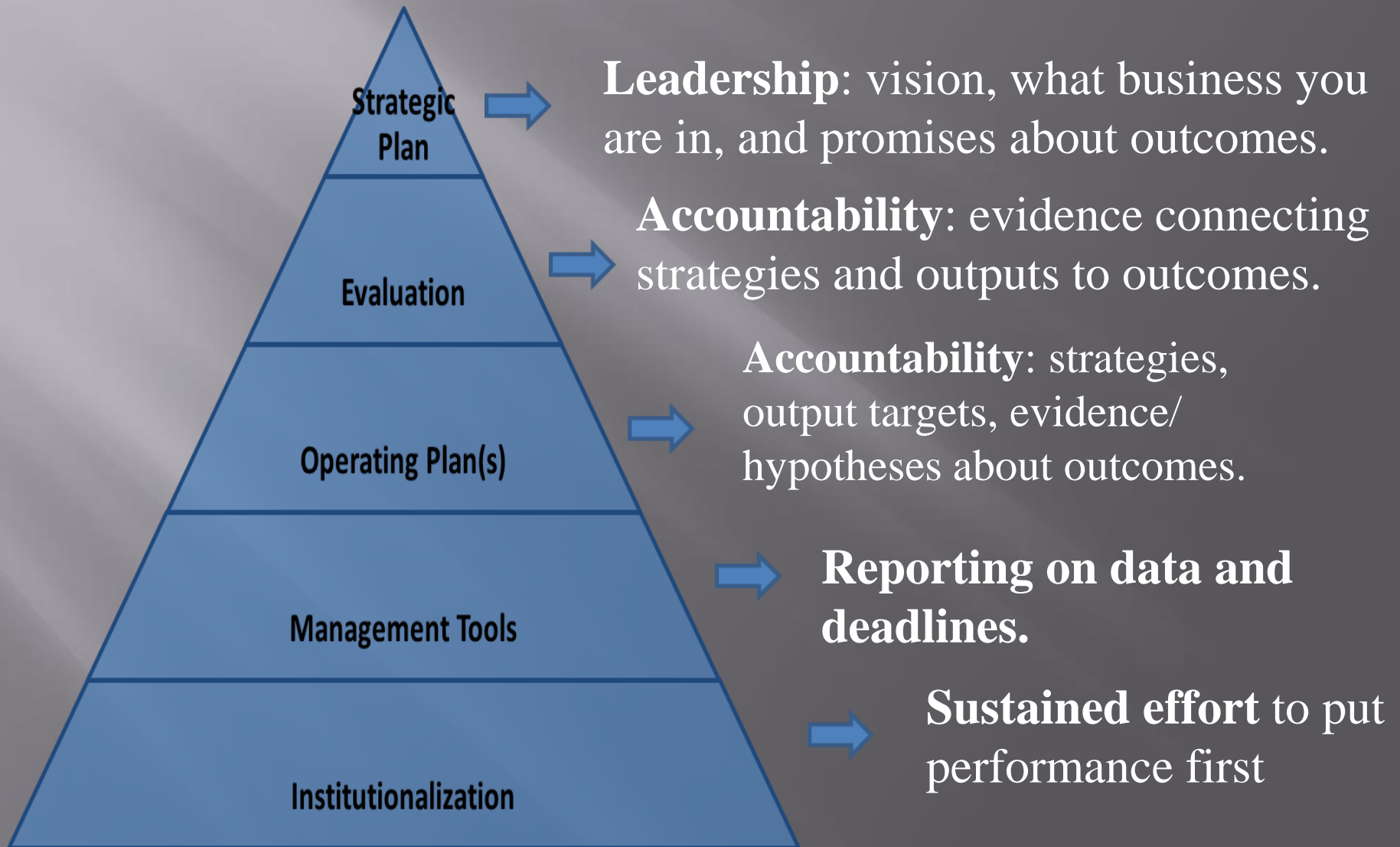
Commission on Evidence-Based Policymaking

March 13, 2016

U.S. Department of Labor: Federated and Complicated



DOL's Model: The Performance Pyramid



“Organizational Culture” is

. . . an ongoing dialogue between leaders and others in their organization about “how we do things around here.”

GAO Survey: DOL's Statistically Significant Improvement

Table 1: Comparison of 2007 and 2013 Federal Agencies' Average Scores on the Use of Performance Information Index

Agencies	2007 Average score	2013 Average score	Statistically significant increase, decrease, or no significant change between 2007 and 2013
Government-wide	3.46	3.41	▼
1 Office of Personnel Management	3.38	3.66	▲
2 Social Security Administration	3.70	3.65	—
3 Department of Labor	3.37	3.58	▲
4 General Services Administration	3.62	3.54	—
5 United States Agency for International Development	3.35	3.52	—
6 Department of Veterans Affairs	3.71	3.49	▼
7 National Aeronautics and Space Administration	3.71	3.49	▼
8 Small Business Administration	3.51	3.47	—
9 Department of Defense	3.35	3.44	—
10 Department of Education	3.49	3.43	—
11 Environmental Protection Agency	3.54	3.42	—
12 Department of the Treasury	3.54	3.41	—
13 Department of Housing and Urban Development	3.57	3.38	—
14 National Science Foundation	3.61	3.37	—
15 Department of Health and Human Services	3.29	3.37	—
16 Department of State	3.36	3.36	—
17 Department of Commerce	3.44	3.35	—
18 Department of Energy	3.52	3.34	▼
19 Nuclear Regulatory Commission	3.70	3.32	▼
20 Department of Transportation	3.35	3.31	—
21 Department of Justice	3.30	3.31	—
22 Department of Homeland Security	3.33	3.22	—
23 Department of the Interior	3.16	3.22	—
24 United States Department of Agriculture	3.16	3.13	—

Source: GAO analysis of federal managers surveys for 2007 and 2013. | GAO-14-747

Ingredients for Organizational Change (and How the Commission Can Help)

- **Leadership**
- Opportunity
- Definition of Success
- **Metrics/Visibility Systems**
- **Accountability Systems**
- Predictable and Repeatable Processes
- Mission-Focus Among Staff/Incentive Structures