

Public Sector Performance Management – Federal Priority Goals

The U.S. Government administers and provides an immense range of services for the American people – from social security and disability payments to national defense. To improve government program execution and promote sustainable progress, Congress enacted the Government Performance and Results Act (GPRA) in 1993. The GPRA institutionalized program management principles within the federal government, such as agency strategic planning, performance measurement, and reporting of program outcomes. In 2010, Congress passed the GPRA Modernization Act (GPRAMA), requiring the Office of Management and Budget (OMB) to establish a series of “federal priority goals,” or Cross Agency Priorities (CAP). Such priority goals must be 1) “outcome-oriented goals covering a limited number of crosscutting policy areas; and 2) goals for management improvements needed across the federal government.”¹

Each Presidential Administration has sought to improve government performance management through the development of strategic goals and plans in compliance with GPRA and GPRAMA.

The table on the next page tracks the CAP goals of the most recent five Presidential administrations in six core enterprise management pillars: workforce, acquisition, financial, IT and data, customer service and other. The table is followed by a longer document describing the content of each CAP goal, as it was articulated in the President’s Management Agenda (PMA) published in the first year of the President’s term.

¹ Mihm, Chris, “Building Resilience: The Role of Cross Agency Priority Goals in Addressing Complex Shocks,” IBM Center for the Business of Government, December 10, 2024, <https://www.businessofgovernment.org/blog/building-resilience-role-cross-agency-priority-goals-addressing-complex-shocks>.

Federal Priority Goals by Administration

	Workforce	Acquisition	Financial	IT and Data	Customer Service	Other
Bush	Strategic Management of Human Capital	Competitive Sourcing	Improved Financial Performance Budget and Performance Integration	Expanded Electronic Government		
Obama	People and Culture	Category Management Shared Services	Benchmark and Improve Mission-Support Operations	Cybersecurity Freedom of Information Act (FOIA) Open Data Smarter IT Delivery	Infrastructure Permitting Modernization Customer Service	Service Members and Veterans Mental Health Climate Change (Federal Actions) Insider Threat and Security Clearance Reform Job-Creating Investment STEM Education Lab-to-Market
Trump 1	Developing a Workforce for the 21st Century Shifting From Low-Value to High-Value Work	Category Management Sharing Quality Services Results-Oriented Accountability for Grants Getting Payments Right Frictionless Acquisition	Federal IT Spending Transparency	IT Modernization Data, Accountability and Transparency	Improving Customer Experience Modernize Infrastructure Permitting	Security Clearance, Suitability, and Credentialing Reform Lab-to-Market
Biden	Hire Diverse, Qualified Employees Engage and Support Employees Be a Model Employer	Develop Shared Products, Services, and Standards Improve the Federal Acquisition System	Strengthen Federal Financial Management		Improve High Impact Federal Services	Support Key Life Experiences Shape the Future of Work
Trump 2	Downsize the Federal Workforce Foster Merit-Based Federal Workforce	Efficiently Deploy the Buying Power of the Federal Government and Buy American		End Censorship and Over-Classification	Demand Partners Who Deliver Leverage Technology to Deliver Faster, More Secure Services	Eliminate Woke, Weaponization, and Waste Optimize Federal Real Estate

Bush Administration

Strategic Management of Human Capital – Aimed to reduce layers of management in government agencies by reallocating supervisory staff to front-line service-delivery positions, integrating information technology systems to compensate for retirees leaving the workforce, and making better use of existing authorities to improve how agencies acquire and cultivate talent.

Competitive Sourcing – Sought to streamline the process for evaluating public and private sources for federal contracts, encourage transparency with respect to competition activities, and involve agency leadership in the promotion of competition.

Improved Financial Performance – Strived to identify baseline levels of improper government payments, increase accurate payment rates for federal assistance programs costing \$2 billion or more, and improve federal financial management systems to ensure accurate financial reporting.

Budget and Performance Integration – Aimed to link budget decision-making actions with performance outcomes by establishing program objectives, strategies to attain objectives, as well as outcome metrics to monitor program performance over time.

Expanded Electronic Government – Planned to support E-government projects, foster targeted planning for IT investments, and enhance the federal government's utilization of web platforms to optimize service delivery for citizens.

Obama Administration

People and Culture – Focused on developing data-driven employee engagement to enhance organizational productivity, strengthening the Senior Executive Service (SES) by improving hiring, training, and evaluation processes, and optimizing hiring outcomes through collaboration with labor groups and instituting management assessments of both job applicants and recent hires.

Category Management – Planned to improve competitive sourcing by taking a more strategic, enterprise-level approach to federal contracting. Sought to reduce duplication of effort by “identifying core areas of spend, developing heightened levels of

expertise, leveraging shared best practices, providing streamlined solutions for acquisition, and managing supply and demand.”² Selected information technology as the first focus area for the government to make high-quality sourcing solutions.

Shared Services – Intended to “aggressively reform” government internal services by establishing common measures for support activities and streamlining administrative services by rooting out redundancies. Initiatives included developing and mandating benchmarks to evaluate shared service performance against cost, thereby building capacity for Federal Shared Service Providers (SSPs) at various agencies with respect to financial, HR, technology, and acquisition services.

Benchmark and Improve Mission-Support Operations – Pursued improvements to core administrative support operations by devising cost and quality standards, along with metrics, to better inform agency management on mission-support performance. Sought to reduce improper payments using advanced analytical data, and institute more rigorous standards for government real estate practices to save costs.

Cybersecurity – Planned to implement the Administration’s priority cybersecurity capabilities, such as Information Security Continuous Monitoring Mitigation (ISCM), Identify, Credential, and Access Management (ICAM), and Anti-Phishing & malware defense technologies. Aimed to develop performance metrics to ensure secure protection of federal data.

Freedom of Information Act (FOIA) – Strived to promote greater transparency and efficiency for FOIA requests, culminating in the signing of the FOIA Improvement Act of 2016, which codified a number of openness procedures into law. Leveraged the Chief FOIA Officers Council and FOIA Advisory Committee to pursue revisions to guidance on open government principles, and sought technology solutions to centralize online FOIA requests.

Open Data – Sought to improve the use and management of publicly-accessible data to foster public participation in government, and to cultivate greater stewardship of citizens’ information. Planned to “manage the information as a strategic asset,” allowing data to be as open as legally possible by default, while also adhering to authorities and guidance on individual privacy, personal confidentiality, and national security.

Smarter IT Delivery – Planned to optimize Federal services by innovating information technology programs and processes, as well as by strengthening agency accountability for successful customer outcomes. Aimed to create and implement strategies to attract top talent to build digital services, target best-in-industry partners by simplifying the federal IT acquisition process, and improve IT development oversight using public and private best practices.

² “Cross-Agency Priority Goals,” Performance.gov, accessed February 13, 2026, <https://obamaadministration.archives.performance.gov/cap-goals-list.html>.

Infrastructure Permitting Modernization – Aimed to identify opportunities that would streamline federal permitting procedures, with the goal of reducing the time needed to review permit applications, promoting clarity for applicants with respect to their application status, while also improving environmental and community outcomes. Planned to establish an interagency Steering Committee to develop an implementation plan that outlined strategies, reform initiatives, and benchmarks to improve processes responsible for reviewing infrastructure projects.

Customer Service – Pursued improvements to agency-customer relations by making federal services more efficient through the development of customer service implementation plans (including “signature initiatives” that integrated technology to enhance the customer experience). Sought changes to processes and procedures that would have a high impact on citizens by streamlining transactions and setting customer service standards.

Service Members and Veterans Mental Health – Strived to increase access to mental health resources for Veterans, service members, and their families by reducing institutional barriers to seek care through the promotion of effective programs, supporting research on mental health and substance abuse by developing effective diagnostic and treatment methods and benchmarks, and generally improving the quality of care by leveraging successful programs and initiatives. Leveraged the Domestic Policy Council (DPC), the National Security Council (NSC), the Veterans Administration (VA), DoD, and the Department of Health and Human Services (HHS) to lead and collaborate on reforms through the formation of the Interagency Taskforce on Military and Veterans Mental Health.

Climate Change (Federal Actions) – Planned to implement renewable energy solutions to reduce agencies’ greenhouse gas emissions. Sought to establish benchmarks for federal agencies and their supply chains to reduce greenhouse gas emissions (40% by 2025), install renewable electricity (30% by 2025), utilize clean energy (25% by 2025), and leverage environmental performance contracting (\$4 billion in awarded contracts by December 2016).

Insider Threat and Security Clearance Reform – Aimed to appraise the federal security, suitability/fitness, and credentialing processes by conducting a series of reviews, which would generate reform proposals to guide agencies on implementing continuous process improvements for vetting procedures.

Job-Creating Investment – Sought to establish federal mechanisms to promote and facilitate foreign direct investment in American businesses, which would alleviate administrative burdens on state and municipal governments. Planned to launch the first federal program designed to attract and coordinate foreign investments, and establish an Interagency Investment Working Group (IIWG) to develop a first-of-kind investment-promotion authority.

STEM Education – Strived to expand federal STEM education initiatives by forming and implementing a 5-Year Strategic Plan, which would intend to improve the quality of STEM instruction programs, cultivate and maintain youth and civic engagement in STEM fields, expand efforts to serve under-represented communities, promote graduate-level education programs, and develop evidence-based models for optimizing STEM education outcomes.

Lab-to-Market – Planned to accelerate technology transfers from the Federally-funded research and development (R&D) enterprise to commercial industry by instituting several measures, including an executive direction for federal agencies to establish goals, performance measures, reform initiatives, and efforts to increase local and regional partnerships to enhance collaboration with the commercial marketplace.

First Trump Administration

Developing a Workforce for the 21st Century – Pursued opportunities to align the federal workforce in a manner that would more efficiently accomplish federal agencies' core missions. Planned initiatives included revising the personnel compensation system to better incentivize performance, as well as to modernize the hiring and dismissal processes through technology improvements and integration of data. Such efforts intended to promote greater agility in federal organization and operations, spur increased government engagement in the end-to-end management of the workforce, and attract elite professional talent.

Shifting from Low-Value to High-Value Work – Aimed to identify and eliminate outdated, unnecessary, or redundant policies and requirements to streamline agencies' administrative responsibilities, which intended to shift more time, effort, and funding to fulfilling core mission objectives. Planned to incentivize federal agencies to regularly update their administrative requirements, and utilize software tools such as integrated IT and automation programs to reduce administrative burdens on the workforce.

Category Management – Strived to leverage more cross-agency common contracts to yield savings and lower the number of duplicative contracts for similar goods and services. Planned to establish annual goals for utilizing common contract solutions, create strategies to optimize vendor engagement, use historical best practices to more efficiently purchase goods and services, and encourage transactional data sharing across the Federal enterprise with respect to pricing and terms and conditions.

Sharing Quality Services – Planned to establish a government-wide framework to reform administrative services in a manner that would reduce overall operational costs. Targeted initiatives included integrating technology and process improvements to accelerate service deliveries, sharing purchases across Federal agencies, and centralizing government-wide core services where appropriate.

Results-Oriented Accountability for Grants – Sought to task Federal agencies with implementing risk-based frameworks for grant programs, with a focus on maximizing results, ensuring financial management, and reducing the need for administrative compliance. Planned to develop digital tools to monitor grant recipients’ past performance, and standardize grant reporting data across agencies.

Getting Payments Right – Aimed to decrease the volume of improper payments by improving reporting and compliance procedures, as well as by strengthening partnerships with state governments who administer federal funding programs.

Frictionless Acquisition – Intended to reform the acquisition workforce by improving program management capabilities, introduce more flexible acquisition approaches to incentivize results over compliance, and enhance investment tracking to monitor performance on contracts. Planned to require each CFO Act agency to achieve “at least two transformational program goals... through well-managed major acquisitions supporting a transformative critical or high-risk mission priority.”³

Federal IT Spending Transparency – Planned to establish goals to adopt Technology Business Management (TBM) practices across the federal government by FY 2022 with the intent to empower agency executives to make analytical decisions regarding IT investments. Aimed to recommend practicing greater fidelity with respect to IT budget reporting by relying on more granular data, and instituting implementation standards across agencies.

IT Modernization – Strived to enhance mission effectiveness while also improving cybersecurity by integrating more cutting-edge commercial technologies and cloud-based services, leading to more efficient and higher-quality services for citizens. Sought to modernize the IT workforce to encourage the adoption of more current technologies.

Data, Accountability, and Transparency – Planned to develop a Federal Data Strategy to guide agencies on how to deploy data as a strategic asset in order to optimize service delivery, enhance oversight of programs, and encourage transparent agency operations. Sought to establish clear policies on privacy, accountability, and compliance standards across government, improve data access and utilization while safeguarding citizens’ privacy, utilize data to inform strategic decision-making, and facilitate data sharing with external stakeholders such as industry and the research and development community.

Improving Customer Experience – Pursued upgrades to federal digital services to modernize the online customer experience, with special emphasis on high-impact programs such as federal student aid, veteran health care assistance, disaster relief support, and passport services. Sought to establish performance indicators to monitor and sustain progress on customer experience initiatives.

³ *President’s Management Agenda*, Trump White House Archives, accessed February 13, 2026.

Modernize Infrastructure Permitting – Aimed to reduce permit processing times for infrastructure projects by examining and revising environmental review and authorization processes, which intended to promote clear, consistent, and predictable outcomes for applicants.

Security Clearance, Suitability, and Credentialing Reform – Sought to advance personnel onboarding procedures while maintaining robust insider threat programs within the federal workforce. Planned to retool the security clearance policy framework in a way that leveraged innovative and secure technologies to promote more efficient and thorough credentialing processes. Pursued outcome-based metrics to evaluate policies and procedures, as well as reliable reporting requirements to maintain a trusted workforce.

Lab-to-Market – Strived to reduce administrative and regulatory constraints on technology transfers from the R&D community to the private marketplace by identifying and implementing effective technology transfer models, as well as advanced evaluation methods for reviewing returns on investment and national security impacts. Planned to increase engagement with private sector partners on technology development and investment strategies, and encourage support for innovative technology transfer tools and services.

Biden Administration

Hire Diverse, Qualified Employees – Strived to reform the federal hiring process to improve experiences for human resources staff as well as job applicants at all levels of experience. Planned to leverage innovative data analysis techniques to promote fairer and more inclusive hiring outcomes, and align recruitment programs with executive actions that address federal workforce accessibility issues. Sought to build upon existing early career and internship programs to attract young talent, with a focus on underrepresented and underserved communities.

Engage and Support Employees – Sought to develop and employ targeted engagement initiatives for federal employee groups who viewed themselves as under-engaged. Planned to strengthen career development pathways, such as the Senior Executive Services (SES), and leverage available pay and benefits programs to advance careers and retain talent. Aimed to identify and enhance agencies' employee-support services to cultivate a more supportive work environment.

Be a Model Employer – Planned to establish a transformation program for the Office of Personnel Management (OPM) to meet the government's needs to conduct effective workforce management. Sought to enhance HR service dashboards to promote data-driven decision-making for optimizing employee engagement, inclusiveness, and organizational fitness, while leveraging workforce development best practices to modernize the federal HR workforce.

Develop Shared Products, Services, and Standards – Aimed to provide additional resources for agencies to comply with federal laws related to digital service modernization, such as adopting FedRAMP-approved Cloud services. Sought to encourage customer adoption of Login.gov by increasing access and implementing anti-fraud controls.

Improve the Federal Acquisition System – Strived to assist agencies in diversifying the federal contractor base and access businesses who have been interested in bidding for agency procurements by incorporating new data tools to track and monitor operational pricing and vendor contracting information. Planned to update the Federal acquisition certification program.

Strengthen Federal Financial Management – Sought to establish governance mechanisms for specific federal financial assistance programs, including the Council on Federal Financial Assistance (COFFA), to effectively meet statutory requirements. Aimed to identify and build upon core competencies to establish job series for federal grants managers.

Improve High Impact Federal Services – Pursued milestones for all High Impact Service Providers (HISPs) to publicly report performance data related to the designated services that they provide. Aimed to build sufficient capacity for gathering customer feedback data, perform user testing for communications, and implement human-centric research methods, by the end of FY 2024.

Support Key Life Experiences – Planned to design and implement public support services that would assist people who were experiencing significant life moments, such as a financial shock, birthing a child, recovering from a disaster, among others.

Shape the Future of Work – Strived to identify requisite skills, technology, and systems needed to optimize the federal workspace based on lessons learned from the global pandemic and its ensuing workforce consequences. Intended to charge OPM with developing innovative training solutions for federal supervisors to better navigate a more dynamic, hybrid work environment.

[Second Trump Administration](#)

Downsize the Federal Workforce – Seeks to reconstitute the government workforce by eliminating roles that do not fulfill statutory functions and removing individuals who have demonstrated substandard performance. Strives for leaner agency staffs by limiting hiring only for mission-essential services.

Foster Merit-Based Federal Workforce – Plans to focus exclusively on professional competency, skillsets, and aptitude when making hiring decisions. Aims to implement all relevant Presidential actions to promote greater accountability for employee

performance, and address ongoing labor-management relations. Strives to bring in top talent to execute the President's priority issues, including border control.

Efficiently Deploy the Buying Power of the Federal Government and Buy American – Intends to streamline federal procurement policies and procedures by centralizing government purchases, emphasizing agility, efficiency, and minimizing costs. Seeks to implement “Made in America” principles when partnering with American-based industry partners.

End Censorship and Over-Classification – Aims to identify and eliminate government actions that might infringe upon individual rights to practice free speech. Seeks to maintain transparency with the public while protecting civil liberties.

Demand Partners Who Deliver – Strives for best-in-class industry partners for contract and grant awards, while ensuring that contractors and grant recipients are held accountable for proper stewardship of federal funds. Plans to utilize agency political appointees for end-to-end grant management to seek maximum returns on investment.

Leverage Technology to Deliver Faster, More Secure Services – Plans to consolidate and standardize data collection and IT systems to limit redundancies, including public-facing websites that are deemed unintuitive to the user. Aims to secure federal proprietary data to deter global adversaries. Seeks to leverage artificial intelligence to make administrative processes more efficient.

Eliminate Woke, Weaponization, and Waste – Seeks to remove or reduce funding for potentially discriminatory government programs that are based on perceived political agendas, with special emphasis on border control, diversity, or gender ideology initiatives. Aims to eliminate fraudulent payments and wasteful federal spending.

Optimize Federal Real Estate – Aims to eliminate extraneous real estate contracts, while pursuing cost-efficient solutions for government property. Seeks to leverage American natural resources to advance security and economic interests. Plans to re-introduce alternative architectural styles for federal buildings.