P MA

the president's
management
agenda

LEARNING AGENDA

I n September 2022, the Office of Management and Budget (OMB) released the Biden-Harris President's Management Agenda (PMA) Learning Agenda. This is the first time the Federal Government has released a learning agenda to drive evidence building in support of the PMA. Outlining and pursuing a strategic evidence-building plan focuses attention on the evidence needed to solve the most challenging management-related questions across government. It also serves as an invitation for partnerships and collaboration among the academic and expert stakeholder communities who contribute to the mission of high-performing government and public service.

I'm encouraged by the research activities and results I've already seen that support the three priority areas in the PMA Learning Agenda and am eager to see the projects to come as we continue to encourage research and evaluation within, beyond, and in partnership with the government.

The highlights of recent studies compiled here reflect the breadth and complexity of management challenges and opportunities in government, and the importance of questions featured in the PMA Learning Agenda. You can follow the links at the end of each status update to find more information about these important efforts. These highlighted studies are just a sample of the terrific work being carried out government-wide to improve our capacity to deliver results and support our country in meeting the full range of challenges and opportunities ahead.

As this report shows, the PMA Learning Agenda is driving activity across the Federal Government to build evidence in support of the Administration's priorities. Whether you are a researcher, student, practitioner, industry expert, public servant, a member of a community or philanthropic organization, or just passionate about improving government, your role in this process is critical and we welcome your contributions. OMB wants to hear from you about current and planned evidence-building and research activities that intersect with the three PMA priorities: Strengthening and Empowering the Federal Workforce; Delivering Excellent, Equitable, and Secure Customer Experience and Federal Services; and Managing the Business of Government. I encourage you to share your efforts through the PMA Learning Agenda inbox at PMALearningAgenda@omb.eop.gov.

Jason Miller,
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Office of Management and Budget

The President's Management Agenda Learning Agenda FY23 Year End Report

The President's Management Agenda (PMA) Learning Agenda Fiscal Year 2023 Year End Report highlights efforts to build evidence on cross-government management topics and put that evidence in the hands of front-line managers and leaders across the government. The studies described in this report are part of the wider effort to implement the President's Management Agenda, which defines government-wide management priorities for all federal agencies to improve how government operates and performs. The PMA focuses on three critical areas for bold transformation: (1) strengthening and empowering the federal workforce, (2) delivering excellent federal services and improved customer experience, and (3) managing the business of government.

In order to encourage evidence building that supports PMA priorities, the administration published the first-ever PMA Learning Agenda in September 2022. The PMA Learning Agenda is a call to action for researchers and evaluators both inside and outside government. The PMA Learning Agenda was first implemented in FY23. This report summarizes efforts to engage stakeholders in supporting the PMA Learning Agenda as well as ongoing and recently completed research activities aligned with it.

What is the PMA Learning Agenda?

A Learning Agenda is a strategic evidence-building plan that serves to focus attention on the evidence needed to solve big problems. In the Federal Government, such plans include priority questions to address the most pressing evidence needs across agencies. These questions are shared publicly to motivate and inspire evidence generation, as well as foster engagement and collaboration in addressing evidence needs.[1] The PMA Learning Agenda provides federal agencies and external researchers with a shared set of research questions that are relevant to all federal agencies. It identifies priority evidence needs related to the government's capacity to deliver for all Americans and aims to galvanize efforts to address them. The document is aligned with the PMA and includes three overarching questions as well as examples drawn from agency learning agendas to illustrate how agencies have identified relevant learning questions. The three overarching questions reflect the three priorities:

1. How can the Federal Government strengthen and empower its workforce to best serve the American people?

2. How can the Federal Government deliver programs and services effectively and build trust?

3. How can the Federal Government advance equity and support underserved communities?

> ***Explore the PMA and Federal Agency Learning Agenda Questions on Evaluation.gov***
>
> *Interested in learning more about the research questions included in the PMA Learning Agenda as well as agency learning agendas? Check out the Learning Agenda Questions Dashboard on Evaluation.gov! This resource allows you to search across all learning agendas by topic or keyword.*
>
> *For more details, visit the [Learning Agenda Questions Dashboard](#).*

As the first of its kind, and consistent with values of evidence-driven policymaking, the PMA Learning Agenda is a learning exercise, and its development and implementation comprised a host of activities focused on learning, bridging silos, and catalyzing activity beyond the Federal Government. It builds on the [Foundations for Evidence-Based Policymaking Act of 2018](#) ("The Evidence Act") and [supporting guidance](#) from the Office of Management and Budget (OMB) that requires federal agencies publish [agency-wide learning agendas](#). As with all learning agendas, the PMA Learning Agenda should be seen as a living document that is updated and refined as new evidence becomes available and priorities evolve.

For more information, please visit the [PMA Learning Agenda website](#).

Broad Engagement

Engaging with interested parties both within and outside the government is critical to the successful development and implementation of learning agendas, including the PMA Learning Agenda. There have been a series of activities and events to identify and share relevant evidence that informs policy and catalyzes further work to build evidence responsive to the PMA. During this first year of implementation, the Evaluation Officer Council PMA Learning Agenda Working Group met monthly to help guide engagement efforts. This group of 13 evaluation officers shared opportunities to collaborate on PMA-related, evidence-building activities and suggest ways to engage around the PMA Learning Agenda. OMB also coordinated with external partners to bring together a wide range of interested groups and experts on the PMA Learning Agenda priority questions to learn from one another and further encourage evidence building and use. Below are highlights from some of the engagements in FY23.

Roundtable on the President's Management Agenda with Public Management Researchers

Throughout the year, the White House's Year of Evidence for Action provided a venue for a series of conversations and workshops with public management researchers and academics as well as policymakers and agency experts across the Federal Government. Many of those gatherings offered opportunities to familiarize this community with the President's Management Agenda and associated Learning Agenda, and build awareness, spur collaboration, and encourage activity. The largest event was the Roundtable on the President's Management Agenda (PMA), held at the McCourt School of Public Policy at Georgetown University on November 16, 2022. This event brought together federal officials responsible for implementing the PMA with public management

researchers from around the country. The McCourt School's Better Government Lab, the Public Management Research Association, OMB and the Office of Science and Technology Policy jointly sponsored the forum.

The event included breakout sessions aligned with the three PMA Learning Agenda priorities where federal leaders and external researchers offered their perspectives on the evidence base and research priorities. This allowed participants to hear directly from each other on research interests and evidence needs to improve alignment and foster coordination between federal leaders and practitioners. Key priority areas for research that emerged included a better understanding of strategies for hiring and engaging Gen Z into the federal workforce, further research to improve citizen-government interactions, and organizational tools and management structures that advance equity. Federal officials and researchers discussed the opportunities to collaborate on different types of evidence-building activities, strategies to expand access to data, and examples of successful government-researcher collaborations.

For a complete readout of the event, visit the Evidence Forum document.

2023 PMA Learning Agenda Workforce Symposium

In May 2023, OMB, the Office of Personnel Management (OPM), and the General Services Administration (GSA) co-hosted the *PMA Learning Agenda Workforce Symposium*. The event brought together the federal evaluation community, external researchers and academics, and federal leaders from across the Government to discuss the latest evidence on the federal workforce.

With over 800 participants, the symposium featured interactive discussions on the following topics:

- Recruiting the Next Generation of Federal Employees
- Effective Strategies for Improving Organizational Health and Performance
- Promoting Federal Employee Mental Health and Well-Being
- Maximizing Effective Hybrid Work Environments

The event opened with plenary speakers who emphasized that the purpose of the PMA Learning Agenda is to encourage evidence building to inform better management practices and support the use of that evidence by federal leaders. During breakout sessions, attendees interacted with leaders from across the Federal Government and featured external researchers and academics. The event ended with a call to strengthen the collaboration between federal agencies and academics to harness evidence to help achieve the promise of the President's Management Agenda.

PMA Learning Agenda Information Sessions with External Organizations

Throughout the year, the PMA teams at OMB and GSA shared information about the PMA Learning Agenda with a variety of organizations to explain what it is and invite these organizations to engage in the work to address the questions it raises. They held meetings with the Association of Public Policy Analysis and Management, the American Society for Public Administration, the National Academy of Public Administration, and the Public Management Research Association, as well as individual researchers and academics from different universities across the country who reached out to PMALearningAgenda@omb.eop.gov. These discussions have begun to lay the groundwork for future collaborations on high-priority management learning questions.

These conversations are critical and ongoing. Individuals and organizations who would like to engage on the PMA Learning Agenda or have questions can reach out to PMALearningAgenda@omb.eop.gov.

Federal Efforts to Build Evidence in Support of the PMA

Agencies across the Federal Government are actively working to build an evidence base reflective of the PMA. The summary below highlights some of the completed or in progress activities. These sample projects are by no means comprehensive, but rather intended to illustrate ways the federal evaluation community is already supporting the PMA Learning Agenda.

Interested in Exploring What Federal Agencies Are Evaluating?

Every year, federal agencies publish their Annual Evaluation Plans, which summarize ongoing evaluation efforts, including those related to the PMA Learning Agenda.

For more details, visit the Evidence Plans page.

Priority 1: The Federal Workforce

The federal workforce continues to face numerous challenges and a rapidly shifting landscape as agencies completed the first year of office reentry and the conclusion of the COVID-19 public health emergency. The recent guidance on Measuring, Monitoring, and Improving Organizational Health and Organizational Performance in the Context of Evolving Agency Work Environments (OMB M-23-15) underscores the need to build evidence to understand the effects of these major shifts on the federal workforce. The PMA Learning Agenda's first priority area poses important questions relating to the federal workforce, including the overarching question:

> **How can the Federal Government strengthen and empower its workforce so it can best serve the American people?**

The Biden-Harris PMA envisions the Federal Government to be a model employer operated by a talented, diverse, and engaged workforce. In support of that vision, the PMA Learning Agenda seeks evidence to better understand effective strategies to hire, retain, engage, and grow talent within the Federal Government.

In addition to the sample questions posed in the PMA Learning Agenda, 17 different agencies' learning agendas included questions related to the federal workforce, ranging from very agency-specific questions, such as seeking to understand the most effective strategies for attracting and retaining people with critical technical skills needed to support their missions, to broader questions relevant to all agencies, such as those around what performance management strategies are most effective, or assessing knowledge management programs to support succession planning. Learning agendas do not necessarily capture all of an agency's evidence-building activities and many pursued other evidence-building activities as well.

Below are some highlights of evidence-building activities conducted in FY23 that support this priority area.

Government-Wide Pulse Survey

Cross-Government, led by the President's Management Council, the Office of Management and Budget, the Office of Personnel Management, and the General Services Administration

During the COVID-19 pandemic, there was a historic disruption to the federal workforce. In Washington, D.C., and around the country, hundreds of thousands of federal employees shifted to increased telework for a period of time, while those unable to do so faced incredible challenges in adapting to the pandemic. In response to these disruptions, the President's Management Council (PMC), OMB, OPM, and GSA used a series of pulse surveys to rapidly deploy short surveys to understand **the federal workforce perspective on several aspects of employee experience.** The surveys focused on three timely topics: navigation of the ongoing pandemic and the safe, increased return of federal employees to physical workplaces; equity and inclusion; and employee engagement and burnout. View the Pulse Survey Results Dashboard for a full breakdown of responses to the pulse survey questions.

Succession Management and Knowledge Retention and Transfer

Environmental Protection Agency

The Environmental Protection Agency (EPA) wanted to understand **the organization's immediate staffing needs and how well the current state of succession planning is working.** At this time, 25% of EPA's workforce is retirement eligible, increasing to more than 40% over the next five years.

To address these questions, EPA launched a project that included a baseline survey of current workforce planning and knowledge management efforts and a series of knowledge retention pilots to transfer knowledge between experts

and learners. EPA used the results of these activities to inform EPA's current succession management initiative, including tools to facilitate succession management plan development and a toolkit to support knowledge retention and transfer. To read more about this project, view a summary of the PMALA Workforce Symposium (May 2023).

Strategic Workforce Planning Evaluation

Nuclear Regulatory Commission

The Nuclear Regulatory Commission (NRC) wanted to understand **to what extent are NRC's workforce planning processes adequately accommodating potential workload fluctuations.**

The goal of NRC's Strategic Workforce Planning (SWP) process is to formulate strategies and action plans that enable the NRC to recruit, retain, and develop the workforce required to address emerging needs and workload fluctuations. The SWP process supports agency efforts to better forecast the amount and type of work now and in the future, and the workforce needed to perform this work.

The objective of the SWP Evaluation is to understand whether the NRC's approach to workforce planning, including associated processes and procedures, is effective in meeting its intended goals and whether it is being implemented efficiently.

The evaluation is in progress and updates can be found on the NRC Evaluation Details page.

Organizational Health and Organizational Performance in Government

National Academy of Public Administration

The National Academy of Public Administration (NAPA) is working in partnership with OMB to **examine emerging workforce trends and provide evidence-based strategies for federal agencies to enhance organizational health and performance**. These efforts will update NAPA's 2018 Report, Strengthening Organizational Health and Performance in Government. The project will include the organization and execution of three symposiums focused on various aspects of organizational health and performance assessment from the perspective of state, local, nonprofit, and private sectors. Additional upcoming tasks include analyzing evidence-based practices; offering guidance on policy and practice testing; demonstrating the positive impact of organizational health and performance frameworks, work environment dynamics, and operational strategies; and spotlighting the methods of top-performing organizations.

Priority 2: Federal Customer Experience

With the signing of the [Executive Order on Transforming Federal Customer Experience (CX) and Service Delivery to Rebuild Trust in Government](#), the Biden Administration established a whole-of-government effort to design and deliver results for all Americans, reinforcing the PMA priority to deliver simple, seamless, and secure federal services. In support of this, the PMA Learning Agenda seeks to build the evidence base that helps to understand:

> **How can the Federal Government deliver programs and services effectively and build trust?**

While progress is being made, there continue to be opportunities to better understand how to measure trust in government following interactions with different types of public services, and understand how different elements, such as speed, quality, ease, and transparency, can most effectively reduce burdens and drive trust in a variety of interactions.

In addition to the sample questions in the PMA Learning Agenda, 21 agencies posed federal customer experience-related (CX-related) questions in their agency learning agendas. Some agencies seek to understand how their agencies can use CX-related tools, such as Human-Centered Design, more broadly to improve a range of services. Other agencies seek to understand very specific customer interactions to inform strategies to improve these services. As noted above, learning agendas do not necessarily capture all of an agency's evidence-building activities and many pursued other evidence-building activities as well.

Below are highlights of evidence-building activities conducted in FY23 that support this priority area.

Evaluating Form Modifications to Make it Easier to Apply for Supplemental Nutrition Assistance Program (SNAP) Benefits

U.S. Department of Agriculture, state and local partners, General Services Administration, and the nonprofit, Code for America

The U.S. Department of Agriculture's (USDA) Supplemental Nutrition Assistance Program (SNAP) is America's largest nutrition program, providing an average of nearly $200 a month in food assistance for over 41 million American residents – 1 in 8 Americans. To receive benefits, individuals apply to their state or local county SNAP office. Often, SNAP applications can be completed online, but even the online applications are typically long, difficult to complete, and rarely designed using evidence-based principles to improve the federal customer experience. To reduce the burden on applicants, the GSA's Office of Evaluation Sciences is collaborating with Code for America (CfA), a civic technology nonprofit trying to improve the SNAP application process in a partner state, to answer the question:

> **What application modifications improve federal customer experience and form completion when households apply for SNAP benefits online?**

Together, CfA and GSA will design and field modifications to the application form to make it easier to complete. GSA will evaluate whether these modifications improve a range of federal customer experience and program integrity outcomes. This evaluation aims to produce generalizable evidence on form completion and federal customer experience that will apply to other federal agencies and programs that, like SNAP, rely on application forms to administer benefits. The findings of this research are relevant to numerous local and state programs and across many Federal High Impact Service Providers.

Measuring Burden of a Complete Service Experience

Federal Emergency Management Agency, Housing and Urban Development, Small Business Administration, General Services Administration, and Office of Management and Budget

One central finding of the *Recovering from a Disaster* Life Experience team's research in 12 states and territories was that, while individual agencies accounted for the time it takes to complete a single form, they did not account for the total burden experienced by survivors navigating multiple applications. For other public service providers, we do not have widely adopted or practical field methods readily available to account for the psychological, learning, and other costs customers encounter when interacting with the government, and how specific costs may create unintended barriers. A methodological development effort, this project is focused on blueprinting an end-to-end view of the effort required of disaster survivors and small business owners to apply for, maintain, and receive federal disaster assistance. The burden estimation methodology seeks to provide a more comprehensive measure to support comparisons between baseline experiences and the full burden experienced after subsequent improvement efforts. Collaborating agencies are now piloting the suite of tools developed toward a government-wide holistic burden estimation methodology and calculator. To view the updates on this project, visit the Recovering from a Disaster page.

Enhancing the Effect of Cash Buyback Program on Return of Unused Opioids

Department of Veterans Affairs and General Services Administration

Unused prescription opioid pills stored in the home can contribute to opioid abuse. To encourage proper disposal, the White River Junction Veterans Affairs Medical Center implemented a cash buyback program called "Cash for Your

Stash" that refunds patients who return unused opioid pills to the Veterans Affairs (VA) pharmacy. The VA wanted to know **what strategies could be implemented to increase the likelihood that patients would return their unused pills**.

The VA collaborated with GSA's Office of Evaluation Sciences (OES) to test potential communications strategies. In addition to the information already offered to patients, OES designed two additional reminder cards — one given to the patient when they receive their prescription opioid pills and another mailed to the patient approximately one week later. The intervention increased the likelihood a patient would return unused pills by 7.0 percentage points over a baseline of 24.8% in the control group. In addition, a cost effectiveness analysis indicated the reminder cards reduced the cost per pill returned.

The VA and OES shared the results, including costing data, with other VA facilities to encourage broader adoption of the buyback program to keep unused medication from being used for non-medical purposes. To view the full report on this project, visit the Enhancing the Effect of Cash Buyback on the Return of Unused Opiods page.

Relationship Between Employee Engagement and Customer Satisfaction in Government

Department of Veterans Affairs

The VA's National Center for Organizational Development (NCOD) conducted a study to explore the relationship between improving employee engagement and overall federal customer experience. Using results from its patient satisfaction surveys as well as VA's All Employee Survey (AES), the NCOD analyzed the relationship between employee engagement and customers' experience as VA patients. Overall, within inpatient mental healthcare services, the analysis showed a 10% increase in the Employee Engagement Index (EEI) was associated with an increase of just under 4% in customers' overall rating of the

hospital. Additionally, within outpatient services, a 10% increase in the EEI was associated with an increase of just under 3% in patients' trust in the facility. This promising correlation suggests simultaneous increases in the EEI and trust. To view more details on the VA's analysis, visit the Veterans Affairs Case Study document.

Increasing Take-Up of the American Opportunity Tax Credit

The Internal Revenue Service and the General Services Administration

The American Opportunity Tax Credit (AOTC), created in February 2009, is one of the most generous federal higher education tax credits. Nevertheless, many eligible students and their families do not claim it. As part of an effort to increase take-up among the eligible population, the Internal Revenue Service (IRS) tested new and different communications strategies to inform potential eligible recipients about the program and understand **whether different communications strategies resulted in increased take-up of the AOTC.**

The IRS collaborated with GSA to implement and evaluate a communications strategy to increase the AOTC take-up among students at a midwestern university and their families. Undergraduate students were randomly assigned to either a business-as-usual group or a communications-bundle group. The communications-bundle group received additional emails and letters to inform students and their families about the tax credit.

The results showed the additional communications increased AOTC take-up by 1.5 percentage points. To view the full report on this project, visit the Increasing Take-up of the American Opportunity Tax Credit page.

Priority 3: Equity

On the first day of the Biden-Harris Administration, President Biden signed Executive Order 13985, Advancing Racial Equity for Underserved Communities Through the Federal Government. This Executive Order, its follow-on Order (14091) issued in February 2023, and several others focused on equity for underserved populations outline a vision of fair and just treatment of all individuals, including those from historically underserved groups, across a range of dimensions from race, gender, and sexual orientation to geography, income, and disability. Several other evidence-focused efforts have used the vision to elevate priority learning questions around equity, including the American Rescue Plan Equity Learning Agenda.

In addition to the sample questions in the PMA Learning Agenda, 21 agencies posed over 240 equity-related questions in their agencies' learning agendas. The overarching goal was to increase our understanding of how the Federal Government can advance equity and better serve all Americans. As noted above, learning agendas do not necessarily capture all of an agency's evidence-building activities and many pursued other evidence-building activities as well.

Below are highlights of evidence-building activities conducted in FY23 that support this priority area.

Equity in the Distribution of the Emergency Rental Assistance Program

U.S. Department of the Treasury, General Services Administration

Established in response to the COVID-19 pandemic, the Emergency Rental Assistance (ERA) program provided over $46 billion in funding to states, territories, Tribal governments, counties, and cities to prevent eviction and housing instability. Overseen by the U.S. Department of the Treasury (Treasury), ERA funds provided direct cash assistance to renters and landlords to assist

with rent, utilities, and other housing-related expenses. To ensure equitable access to emergency relief, Treasury partnered with GSA OES to understand **how the demographic profile of renters who were eligible for ERA compared to the demographic profile of renters who actually received ERA.**

This analysis found several key takeaways. Black, female, Native American, Alaska Native, Pacific Islander, and Hawaiian Native renters were overrepresented among ERA recipients compared to their share in the eligible population. OES found those renters were most likely to receive ERA funds across all regions of the U.S, especially among those with the lowest incomes. On the other hand, Asian renters were underrepresented among all ERA recipients, though this representation gap is smaller among lower income ERA-eligible renters. These findings suggest a need for potential actions to boost access to and receipt of ERA benefits among this group. To view the full report on this project, visit the Equity in the Distribution of the Emergency Rental Assistance Program page.

American Rescue Plan National Evaluation

The Office of Management and Budget's Evidence Team and the General Services Administration

In March 2021, President Biden signed the $1.9 trillion American Rescue Plan Act of 2021 (ARP), providing funding for over 200 programs and services to address the COVID-19 pandemic's public health, economic, and broader societal effects. ARP's wide range of funding, policy interventions, and services each target specific outcomes. These ARP components are also intended to be equitably designed and implemented to address the pandemic's disproportionate negative impacts on vulnerable individuals, families, and communities.

In support of the ARP Equity Learning Agenda and agency evaluation efforts, OES's ARP Evaluation Portfolio has two core elements: (1) a portfolio of evaluations conducted by OES, in partnership with agencies, on ARP-funded

programs with equity goals and (2) the National Evaluation conducted by a third party. This National Evaluation looks systematically across a selected subset of ARP programs and provides an integrated account of whether, how, and to what extent their implementation achieved their intended outcomes, particularly with respect to advancing equity.

These efforts are ongoing and updates can be found on the American Rescue Plan page.

Analytics for Equity Initiative

National Science Foundation, the White House Office of Science and Technology Policy, the Office of Management and Budget

The Analytics for Equity Initiative builds the evidence base surrounding equity initiatives by piloting a new way to support social, economic, and behavioral sciences research that leverages federal data assets and scientific advances in researching equity-related topics for greater public benefit, while ensuring privacy is protected and data are secure.

Led by the National Science Foundation and in partnership with OSTP, OMB, and other federal agencies, the initiative links interested researchers directly with federal agencies seeking to answer research questions captured in their learning agendas in five equity-related research themes.

The goal of this effort is to fund researchers to produce rigorous empirical evidence on equity-related topics aligned to agencies' learning agendas that federal agencies and other organizations can use to advance equity-focused strategies. Additional resources can be found on the Evaluation and Assessment Capability page.

Equity Measurement Guides

Multiple Agencies

GSA's OES produced a memo series to promote equity in their evaluation process and their efforts toward understanding and reducing barriers to equitable access to federal programs. These memos are intended to be internal guidance documents for OES team members, covering a range of topics including defining equity in quantitative evaluations and methodological guidance on choosing control variables in regression analyses. Their goal is to improve the consistency and quality of equity in OES evaluations, as well as to provide training resources for OES researchers in this field. The OES Equity Evaluation Series memos can be found on the Evaluation Resources page.

The U.S. Department of Health & Human Services (HHS) Administration for Children & Families (ACF) Office of Planning, Research, & Evaluation (OPRE) is committed to incorporating more racially-equitable approaches into their research, evaluation, evaluation technical assistance, and related data practices. To help build the foundation for these more equitable approaches, OPRE sponsored efforts to produce relevant research and resources that examine how various populations served by ACF access, experience, and benefit from ACF programs, systematic differences in those experiences, and factors associated with any differences. Available publications and resources can be found on the Racial Equity Research and Resources page.

The Centers for Disease Control and Prevention (CDC) produced a Health Equity Guide to address health equity considerations in the development and implementation of evaluation efforts. This guide informed equity evaluations conducted by the CDC, including evaluations of the Colorectal Cancer Control Program, Diabetes Prevention Efforts, and more. View the Health Equity Guide and featured health equity evaluation results and resources.

The Census Bureau (Census) is committed to producing data that depict an accurate portrait of America, including its underserved communities. To accomplish this, Census developed Data for Equity services that provide users with data, tools, metrics, and more to be used by policymakers and the public to advance equity. These resources, along with user guides, programs, visualizations, data equity news, and more, can be found on the Data Equity page.

General Services Administration Office of Evaluation Sciences: Cross-Agency Priority Goal Evaluation Support

Agencies often face challenges where the demand for evidence to support management decisions exceeds their capacity to build that evidence. In some instances, GSA's OES can support agencies' efforts to build evidence on management-related priorities. OES is particularly well suited to assist agencies in answering shorter-term questions that rely on existing administrative data and lend themselves to a rigorous evaluation.

Examples of OES evaluations conducted during the past year in support of PMA priorities include:

- Pulse Survey Embedded Experiments: As part of the Pulse Survey project with OPM described above, OES embedded randomized evaluations into the surveys to gain insights on three different cross-cutting topics: increasing response rates, building evidence on burnout and well-being, and understanding employees' perceptions of support in the workplace and differences by employee demographics. OES's report on these experiments can be found on the Government-wide Pulse Survey page.

- Incorporating Evaluation into Digital Forms: Five GSA offices, including OES, collaborated to build evaluation into digital federal forms. This evaluation measured the impact of the placement of instructions on form submission. More broadly, this effort developed a "proof-of-concept" for the possibility of building evaluation to improve the design of federal forms in the future. To view the report, visit the Incorporating Evaluation Into Digital Forms page.

- Increasing Timely Reporting by Local Governments Through To-Do Lists: OES worked with Treasury to ensure the 27,000 small towns who received ARP funds were able to easily understand and respond to the reporting and compliance requirements. To view the report, visit the Increasing Timely Reporting by Local Governments Through To-Do Lists page.

- Investigating the Scope and Implications of Return to Title IV (R2T4): OES and the Department of Education are collaborating to design an evaluation to better understand R2T4 and identify possible behavioral bottlenecks, unintended consequences of the policy, and opportunities for intervention or policy change. For more details, view the design report and the evaluation report.

Conclusion

Looking ahead to FY24, the PMA Learning Agenda will continue to serve as a guide for agencies as they work to implement the Biden-Harris PMA and for researchers conducting policy-relevant research in these areas. Its questions and subquestions provide a framework for agencies as they build evidence to support an equitable, effective, and accountable government that delivers results for all Americans.

How You Can Help

Want to get involved? There are a few ways:

- Read the PMA Learning Agenda to learn how the questions were selected, what principles should guide studies, and ongoing related efforts.

- Sign up for updates.

- View agency learning agendas at Evaluation.gov.

The PMA Learning Agenda is a collaboration between government and the public. If you have questions, comments, feedback or research to submit, send an email to our team at PMALearningAgenda@omb.eop.gov.