

Making Performance Measurements Matter: Our Strategic Planning Framework

This year's Performance and Accountability Report (PAR) is a significant milestone in the development of the Department's performance measurements. For the first time since the inception of the Government Performance and Results Act (GPRA) in 1993, we have looked at the Department as a whole—creating a new tool that integrates and aligns bureau responsibilities. Focused on results, the PAR measures outcomes (i.e., how we are making a difference and the results of our efforts), not outputs (i.e., our products and deliverables), and emphasizes accountability.

In the past, the Department gathered strategic plans, annual plans, and annual performance reports from individual bureaus, then bundled and submitted them collectively with an overview providing the Departmental perspective. This approach reinforced the historic evolution of the Department as the public sector equivalent to a holding company, with compartmentalized bureaus working separately, without cooperative planning, shared responsibilities, or common measurements.

The Department's 2003-2008 Strategic Plan was designed to help transcend that compartmentalization. Introduced in September 2003, it presents the Department from an enterprise perspective, as one entity, with a single over-arching plan driven by cross-cutting programs and multi-bureau and multi-agency goals and objectives.

The 2004 Performance and Accountability Report is our first publicly documented analysis of how we are performing against the targets set by the new strategic plan. The results it measures will become the baseline and then the coordinates by which we steer our course into the future. Interior's mission has been organized into four areas of responsibility: Resource Protection, Resource Use, Recreation, and Serving Communities (*Figure 1-6*).

Each area has its own strategic goal, supported by several related end-outcome goals (i.e., the desired consequences of our actions). Those end-outcome goals, in turn, guide a collection of related programs and services administered by one or more of the Department's bureaus and offices. Likewise, each goal is supported by a broad range of quantitative performance measures—intermediate out-

come goals and performance targets that step down to the bureau, program, and individual employee level.

We have also changed what we measure. We are now tracking the cost of outcomes, program by program—the cost of operating a wildlife refuge, for example, or removing invasive plants from an acre of land. With numbers that tie dollars to measurable outcomes, managers can link budget spending with performance results, as envisioned by the President’s Management Agenda. The result is a better way to identify superior performance, focus attention on achievement and innovation, and move quickly to spread best practices throughout the organization.

FIGURE 1-6



