How We Performed in FY 2006

Interior's Government Performance and Results Act (GPRA) Plan emphasizes accountability. It is organized into the four main areas of Interior's mission:

- Resource Protection

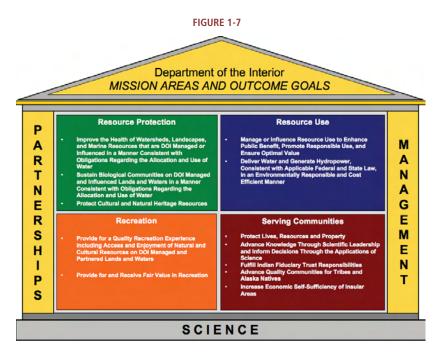- Resource Use

- Recreation

- Serving Communities

A fifth area, Management Excellence, provides the enabling framework within which we carry out our mission responsibilities using improved business processes, practices, and tools and a highly trained and skilled workforce. We use partnerships with others to augment our resources and the decision making processes we use to carry out these responsibilities (see Figure 1-7: The Strategic Plan House).

FIGURE 1-6

Interior's first Strategic Plan was published in 1998 and consisted of ten volumes—one for each of its bureaus plus a Departmental Overview—and spanned more than 400 pages. Today's Strategic Plan is a unified report consisting of fewer than 100 pages.

The Strategic Plan Mission areas and the Management Excellence framework are each defined by their own strategic goals, they are supported by several related end-outcome goals, or our desired results. Those end-outcome goals capture the contribution of related programs and services administered by one or more of the Department's bureaus and offices. Each end-outcome goal is supported by a series of intermediate milestones and performance measures (please see Part 2 of this report, Performance Data and Analysis for more about our Strategic Plan). This report documents our performance against each of these measures.

Beginning in FY 2005, we described costs related to our end-outcome goals as part of our budget submission process. Our present financial accounting system will soon allow us to evaluate

FIGURE 1-7

Department of the Interior
MISSION AREAS AND OUTCOME GOALS

P A R T N E R S H I P S

Resource Protection
- Improve the Health of Watersheds, Landscapes, and Marine Resources that are DOI Managed or Influenced in a Manner Consistent with Obligations Regarding the Allocation and Use of Water
- Sustain Biological Communities on DOI Managed and Influenced Lands and Waters in a Manner Consistent with Obligations Regarding the Allocation and Use of Water
- Protect Cultural and Natural Heritage Resources

Resource Use
- Manage or Influence Resource Use to Enhance Public Benefit, Promote Responsible Use, and Ensure Optimal Value
- Deliver Water and Generate Hydropower, Consistent with Applicable Federal and State Law, in an Environmentally Responsible and Cost Efficient Manner

Recreation
- Provide for a Quality Recreation Experience including Access and Enjoyment of Natural and Cultural Resources on DOI Managed and Partnered Lands and Waters
- Provide for and Receive Fair Value in Recreation

Serving Communities
- Protect Lives, Resources and Property
- Advance Knowledge Through Scientific Leadership and Inform Decisions Through the Applications of Science
- Fulfill Indian Fiduciary Trust Responsibilities
- Advance Quality Communities for Tribes and Alaska Natives
- Increase Economic Self-Sufficiency of Insular Areas

M A N A G E M E N T

SCIENCE

expenditures for work activities, using established Activity-Based Costing Management (ABC/M) tools, against these goals. In FY 2006, we moved a step beyond the end-outcome goal level to begin costing at the performance measure and intermediate goal level in preparation for the FY 2008 budget request. This effort represents one more step toward linking performance costs at the Departmental level to a more detailed level of performance measurement within our Departmental budget submission process. Yet, we know we have much work ahead of us to improve reporting to managers about cost information related to performance.

Interior uses defined criteria against which we test the validity and integrity of our performance data to ensure that information is properly collected, recorded, processed, and aggregated for use by decision-makers. We provide more information about our data validation and verification (V&V) process and definitions of the types of performance data we report in Part 2, Performance Data and Analysis.

The Department of the Interior's FY 2003-2008 Strategic Plan can be viewed at http://www.doi.gov/ppp/ strat_plan_fy2003_2008.pdf. The results reported in this document are for performance measures established for the 2003-2008 Plan. In July 2005, Interior

began the statutorily required revision of the DOI Strategic Plan under GPRA. Although not a wholesale revision of our previous plan, the new 2007-2012 plan updates several of our performance measures to more accurately reflect mission-critical goals. We will provide the final revised plan to Congress and OMB in early FY 2007. The new draft plan can be viewed online at: *http://www. doi.gov/ppp/.* We anticipate that our 2007 PAR will report results against measures contained in the updated plan.

Interior's broad range of responsibilities has resulted in the need to report on the performance of a significant number of programs, including some administrative improvement areas. Consequently, Interior reports on 209 performance metrics—which, although a large number, is almost 40% lower than the record 351 measures we started with in FY 2002. Our highly integrated Departmental strategic plan accounts for the decrease in reportable measures.

In FY 2006, the Department met or exceeded 68% (or 142 out of 209) of the performance measures we monitored (see Interior's Scorecard and How We Performed—2002 through 2006, Figure 1-9). In FY 2005, we met or exceeded 76% of the performance measures we monitored (or 163 out of 214).

Eighteen percent of our measures were not reportable. While we had data for 3 (or 8%) of the 37 measures denoted as "no reports", we do not use preliminary data to determine whether a performance goal has been achieved because the preliminary data sets have not yet been verified. We were unable to report on these measures because data were insufficient to generate or estimate performance. In some cases, data were unavailable due to problems with the methods used to collect the data. In other cases, technological factors such as automated system interruptions or the inability of entities outside of Interior to provide data needed to compute performance contributed to our "no reports." Our updated FY 2007-2012 Strategic Plan is expected

to address many of these methodological problems. Therefore, we hope to reduce the number of "no reports," in FY 2007.

Performance information for the measures stipulated as "no report," "preliminary," and "estimated" will be provided during FY 2007 as a supplement to this report.

The Department has highlighted results for selected measures using an easy-to-read scorecard (see Figures 1-21, 1-32, 1-42, 1-49, and 1-52, provided in each of the Mission Area and Management Excellence chapters).

The President's Management Agenda: Scorecard

In FY 2006, Interior continued to make progress in areas targeted by the President's Management Agenda

FIGURE 1-8

Linking Costs and Performance Data to Make Funding and Resource Decisions

DOI bureaus are actively using performance data at the unit cost level to assist managers in making resource allocation and funding decisions. For example:

- The FWS has worked diligently to implement a holistic cost and performance management system that integrates existing budgeting and planning processes with financial and performance data systems. At its heart are program-specific, outcome-based performance measures that step down from the goals in the Department's strategic plan. The effort fosters a cohesive approach to mission performance for improved program and service delivery, new technical capabilities, enhanced inter-bureau cooperation, and improved standards of accountability that stretch across the entire Department. The FWS hierarchy of performance provides managers with a clear line of sight from Interior outcomes to the bureau's field work by mapping activity-based management cost data to performance measures. Using the process, FWS ensures that programs are achieving desired results at an acceptable cost while understanding the full cost of business operations. It has also helped FWS streamline its business processes while creating a performance-based culture.

- The NPS is using a core operations analysis process, called Core Ops, which integrates management tools to improve park efficiency. The process provides park units and regions with a way to consistently review their core operations and ensure funds are spent efficiently on the highest priority park programs. The process also ensures that a park's request for any additional funding is well supported, and that the park has adequate funds and staff to conserve and protect the resources and administer core operations for which it is responsible. The process involves 1) projecting costs into the future and comparing these costs with probable funding scenarios; 2) using strategic goals and measures to develop clear purpose statements that articulate the park's highest priorities; 3) using past performance to determine what should be done next to achieve these priorities; 4) relating work to results by reviewing staffing resources to ensure these are aligned with highest priorities or core operations to produce the desired performance results; 5) identifying efficiencies that reduced cost per unit output, avoided costs, eliminated lower priority activities, or generated cost recoveries; and 6) developing an implementation plan that reflects operational changes in the park's performance goals and measures.

FIGURE 1-9

Interior's Scorecard: How We Performed FY 2002-2006[1]					
	FY 2002	FY 2003	FY 2004[2]	FY 2005[2]	FY 2006[3]
Met or Exceeded	55% of 351	66% of 323	71% of 223	76% of 214	68% of 209
Not Met	35% of 351	29% of 323	23% of 223	16% of 214	14% of 209
No Report	9% of 351	5% of 323	7% of 223	8% of 214	18% of 209

Notes:

[1]Totals may not equal 100% due to independent rounding.
[2]FY 2004 and 2005 have been adjusted to reflect actual results after publication of our Supplemental PAR during the 3rd quarter of the succeeding respective fiscal years.
[3]FY 2006 data reflect results as of the PAR publication date (November 15, 2006). These values will be adjusted to reflect actual results after publication of our Supplemental PAR data during the 3rd quarter of FY 2007.

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(PMA). That agenda focuses on improving Federal management and administrative program performance. Organized around five mutually reinforcing components, the President's Management Agenda applies to every department and agency. Its components share a goal of enhancing citizen-centered governance focused on delivering results to the American public.

In addition to the six management areas shown in Figure 1-10, Interior is pursuing improvements in three other areas: Transportation Management, Energy Management, and Environmental Stewardship. We will report progress in these areas beginning in FY 2007.

OMB uses an Executive Branch Management Scorecard to monitor agencies' status and progress toward attaining PMA goals. Color-coded ratings visually depict how an agency has performed toward making specific improvements.

Interior is very proud of the progress we made this year toward realizing several of the President's Management Agenda goals. We moved from red to yellow in our status for the Real Property Initiative. Our asset management plan is in place and has been approved by OMB. Our bureaus are preparing site-specific asset management business plans based on Departmental guidance. We have some solid performance mea-

FIGURE 1-10

Initiative Name	September 30, 2005			September 30, 2006		
	Status		Progress	Status		Progress
Interior's FY 2005 and FY 2006 Scorecards – How OMB Scored Us						
President's Management Agenda Goal						
Human Capital	Green		Green	Green		Green
Competitive Sourcing	Green		Green	Green		Red
Financial Performance	Red		Yellow	Red		Green
E-government	Red		Red	Yellow		Red
Budget & Performance Integration	Yellow		Green	Yellow		Green
Other Government-wide Initiatives in Which DOI Participates						
Real Property	Red		Green	Yellow		Green

FIGURE 1-11

Bureau	Results Not Demonstrated	Adequate	Moderately Effective	Effective	Total Number of PARTed Programs
Figure 1-10: PART Program Rating Table 2002-2006					
BIA	6 (37%)	7 (44%)	3 (19%)	0 (0%)	16
BLM	3 (37%)	4 (50%)	1 (13%)	0 (0%)	8
BOR	2 (18.5%)	4 (36%)	2 (18.5%)	3 (27%)	11
DOI	2 (67%)	1 (33%)	0 (0%)	0 (0%)	3
FWS	4 (50%)	2 (25%)	1 (12.5%)	1 (12.5%)	8
MMS	1 (25%)	0 (0%)	2 (50%)	1 (25%)	4
NPS	2 (20%)	5 (50%)	3 (30%)	0 (0%)	10
OSM	1 (33%)	0 (0%)	0 (0%)	2 (67%)	3
USGS	0 (0%)	0 (0%)	9 (90%)	1 (10%)	10
Total DOI:	21	23	21	8	73
Total %:	29%	31%	29%	11%	100%

Note: The above table does not count eight reassessments to eliminate double-counts. The numbers on the graph are used by Interior executives to monitor the current number of PARTs in Results Not Demonstrated status. Therefore, the most recent rating of a reassessed program is the rating counted.

FIGURE 1-12

Interior PART Ratings (2002-2006)

sures in place that will tell us how well we are progressing toward meeting specific asset-management goals. In the near future, we hope to improve our status to green as we use performance metrics to make asset management-related decisions and make better use of the Federal Real Property Profile (FRPP) to identify candidates for disposition.

We also saw improvements in Electronic Government. Interior moved from a status score of red at the end of FY 2005 to yellow in FY 2006. We completed all of our E-government milestones during the year, with the exception of those for the E-Travel initiative. We are working to further improve our status in FY 2007 by demonstrating that we use earned value management data to make decisions related to our major IT portfolio and that our performance against IT-related goals is within 10% of that goal.

We continue to face challenges in the area of Financial Performance. However, while our status remained red for FY 2006, we made much progress during the year, resulting in a green progress rating from OMB. Effort to reduce our material weaknesses will help us improve our status score in FY 2007.

PART

Since FY 2002, Interior has worked with OMB to review our programs using a government-wide evaluation approach called the Program Assessment Rating Tool, or PART. PART is a standardized and systematic process by which OMB evaluates program performance against a standard set of criteria. Its results are being used to improve program performance through the development and implementation of program-specific recommendations.

PART is helping Interior take a focused look at its programs. We have undergone 73 PART analyses since the process began in 2002, plus eight reassessments. In 2006, twelve Interior programs were assessed or reassessed using the PART process. A listing of these evaluated programs is provided in Figure 2-15, Part 2 of this report.

PART assessments have led to several recommendations for improvement. For example, USGS's cooperative water program had been maintaining a roughly half-and-half proportion of data collection activities to research studies. Given Administration priorities and PART recommendations for emphasizing data collection, USGS reduced its number of research studies (systematic investigations) so that it could maintain its data collection efforts (number of stream gauges reporting real-time) to the fullest extent possible.

All Interior bureaus are actively monitoring progress toward implementing post-PART actions and recommendations using a Web-enabled tracking system.