APPENDIX A

USDA FOREST SERVICE ORGANIZATIONAL CHARTS
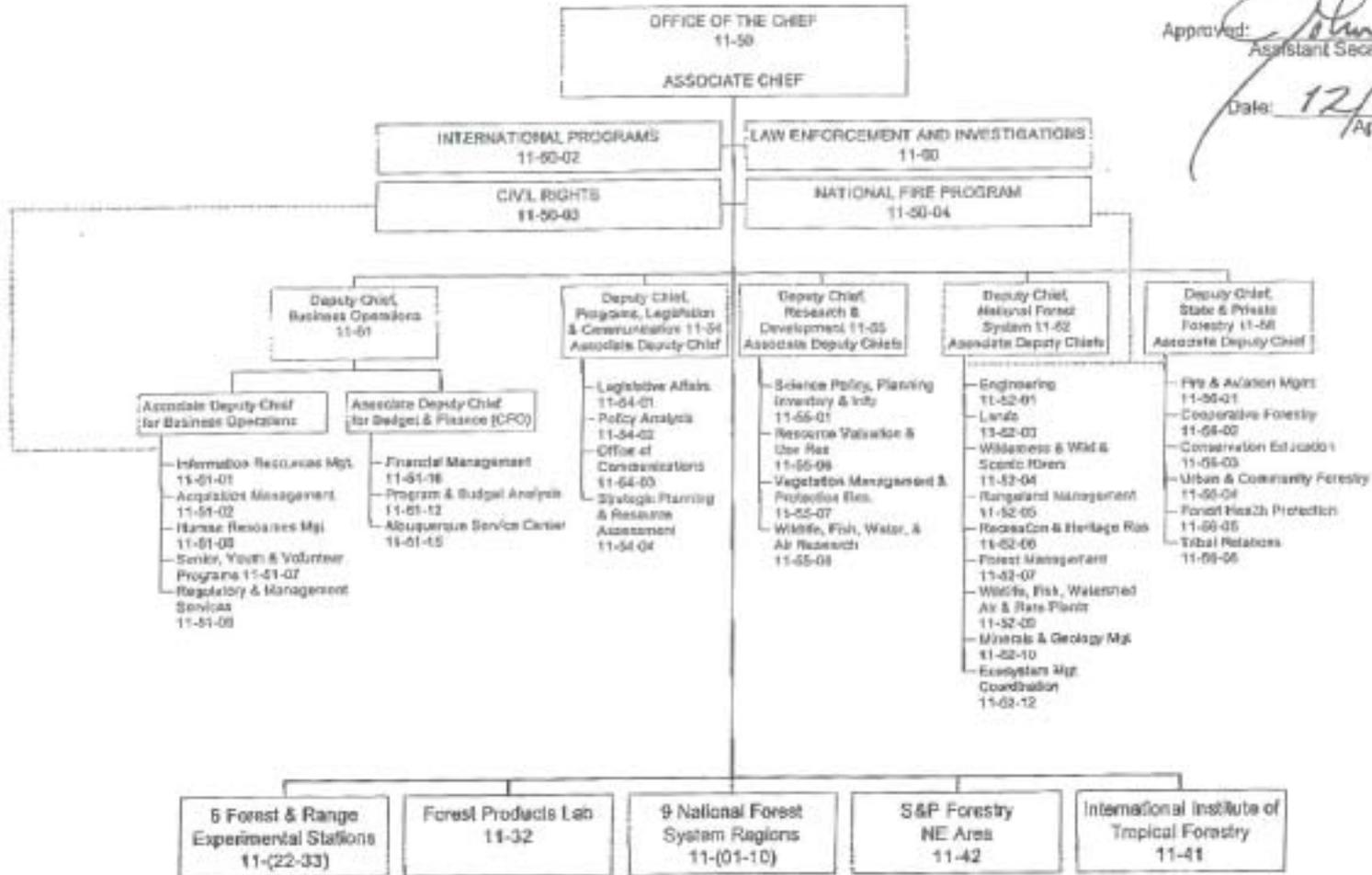
U.S. Department of Agriculture

FOREST SERVICE

Recommended: _Sally Callin_
Chief, Forest Service

Concurred: _____
Under Secretary, NRE

Approved: _____
Assistant Secretary for Administration

Date: 12/17/2003
Approval date

OFFICE OF THE CHIEF
11-50
ASSOCIATE CHIEF

INTERNATIONAL PROGRAMS
11-50-02

LAW ENFORCEMENT AND INVESTIGATIONS
11-60

CIVIL RIGHTS
11-50-03

NATIONAL FIRE PROGRAM
11-50-04

Deputy Chief, Business Operations 11-61

Associate Deputy Chief for Business Operations
- Information Resources Mgt. 11-61-01
- Acquisition Management 11-61-02
- Human Resources Mgt 11-61-03
- Senior, Youth & Volunteer Programs 11-61-07
- Regulatory & Management Services 11-61-08

Associate Deputy Chief for Budget & Finance (CFO)
- Financial Management 11-61-16
- Program & Budget Analysis 11-61-12
- Albuquerque Service Center 11-61-15

Deputy Chief, Programs, Legislation & Communication 11-54 Associate Deputy Chief
- Legislative Affairs 11-54-01
- Policy Analysis 11-54-02
- Office of Communications 11-54-03
- Strategic Planning & Resource Assessment 11-54-04

Deputy Chief, Research & Development 11-55 Associate Deputy Chiefs
- Science Policy, Planning Inventory & Info 11-55-01
- Resource Valuation & Use Res 11-55-06
- Vegetation Management & Protection Res. 11-55-07
- Wildlife, Fish, Water, & Air Research 11-55-08

Deputy Chief, National Forest System 11-52 Associate Deputy Chiefs
- Engineering 11-52-01
- Lands 13-52-03
- Wilderness & Wild & Scenic Rivers 11-52-04
- Rangeland Management 11-52-05
- Recreation & Heritage Res 11-52-06
- Forest Management 11-52-07
- Wildlife, Fish, Watershed Air & Rare Plants 11-52-09
- Minerals & Geology Mgt 11-52-10
- Ecosystem Mgt Coordination 11-52-12

Deputy Chief, State & Private Forestry 11-58 Associate Deputy Chief
- Fire & Aviation Mgmt 11-58-01
- Cooperative Forestry 11-58-02
- Conservation Education 11-58-03
- Urban & Community Forestry 11-58-04
- Forest Health Protection 11-58-05
- Tribal Relations 11-58-06

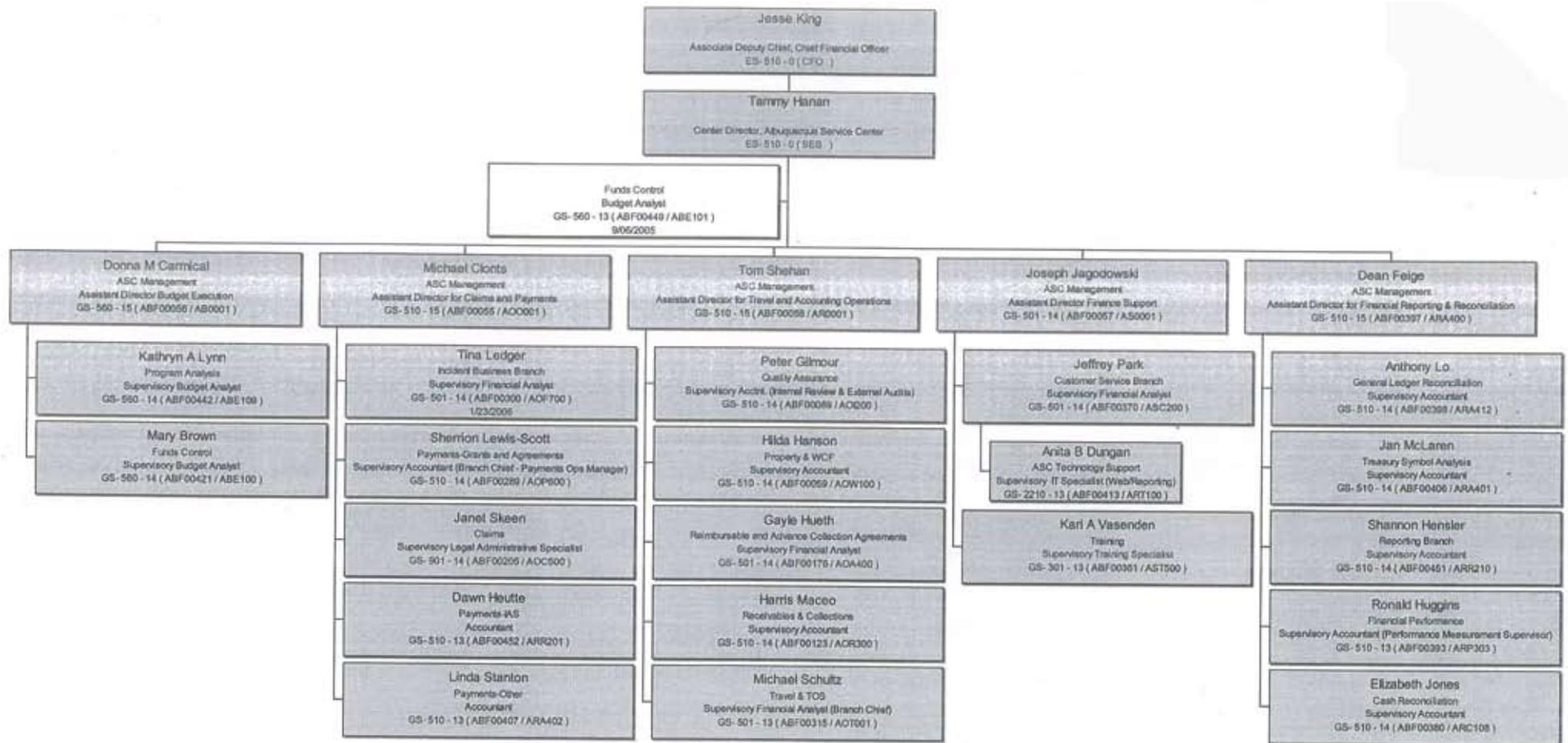| 6 Forest & Range Experimental Stations 11-(22-33)	Forest Products Lab 11-32	9 National Forest System Regions 11-(01-10)	S&P Forestry NE Area 11-42	International Institute of Tropical Forestry 11-41

Supersedes Chart Dated: August 18, 2003
Prepared by: Human Resources Management Staff, Washington Office

FOREST SERVICE MISSION. As set forth in law, the mission is to achieve quality land management under the sustainable multiple-use concept to meet the diverse needs of people. The agency manages the 191.8 million acre National Forest System for many purposes and a comprehensive research program, provides for cooperative forestry assistance to States, communities, and private forest landowners and conducts international forestry activities in cooperation with other countries.

USDA Forest Service
Business Operations
Budget & Finance
Albuquerque Service Center (ASC)
Working Org Charts
ASC Leadership
Page 1

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Supervisory Training Specialist
GS- 301 - 13 (ABF00351 / AST500)

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Supervisory Accountant
GS- 510 - 14 (ABF00406 / ARA401)

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Supervisory Accountant
GS- 510 - 14 (ABF00380 / ARC108)

Appendix A-3

APPENDIX B

ACRONYMS AND ABBREVIATIONS

Acronym and Abbreviations	Explanation
ADA	Americans with Disabilities Act
ADR	Alternative Dispute Resolution
ADS	Avue Digital Service
ALP	Automated Lands Program
AML	abandoned mine lands
AONs	assessments of needs
APD	Application for permit drilling
APHIS	Animal and Plant Health Inspection Service
APR	Annual Performance Report
AQM	Acquisition Management
ASC	Albuquerque Service Center
ATSA	Automated Timber Sales Accounting
B&F	Budget and Finance
BFES	Budget Formulation and Execution System
BLM	Bureau of Land Management
BMP	Best Management Practices
BOTP	Business Operations Transformation Program
BPR	business process reengineering
C&A	Certification and Accreditation
CCC	Civilian Conservation Corps
CDW	construction and demolition waste
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CG	Comptroller General
CGA	continuing Government activity
CI&M	Capital Improvement and Maintenance
CIO	Chief Information Officer
CIP	Continuous Improvement Process
CIRT	Computer Incident Response Team
CNF	Caribbean National Forest
CRIA	Civil Rights Impact Analysis
CSPO	Competitive Sourcing Program Office
CSRS	Civil Service Retirement System
CUA	Concentrated Use Area
CWAG	Chief's Workforce Advisory Group
CWPP	Community Wildfire Protection Plans
DBMS	Database Management System
DC	disallowed cost
DOI	Department of the Interior
DOL	U.S. Department of Labor
EA	enterprise architecture
EA	environmental assessment
EAB	emerald ash borer
EAP	Economic Action Programs
EAR	enterprise architecture repository
ECAP	Environmental Compliance and Protection
ECD	estimated completion date
EDRR	Early Detection and Rapid Response
EEO	Equal Employment Opportunity
EEOCMD	Equal Employment Opportunity Commission Management Directive
EERA	Emergency Equipment Rental Agreements
EIP	Early Intervention Program
EIS	Environmental Impact Statement
ELT	Executive Leadership Team
EMC	Ecosystem Management Coordination
EMIS	Equipment Management Information System
EPA	Environmental Protection Agency
EVM	earned value management
FAM	Fire and Aviation Management
FA&O	Fire, Administration, and Other
FBWT	fund balance with treasury
FCI	Facility Condition Index
FDW	financial data warehouse
FEA	Federal Enterprise Architecture
FECA	Federal Employees' Compensation Act

FERS	Federal Employees' Retirement System
FFIS	Foundation Financial Information System
FFMIA	Federal Financial Management Improvement Act
FHM	Forest Health Monitoring
FHP	Forest Health Protection
FIA	Forest Inventory and Analysis
FIN	Financial Management
FISMA	Federal Information Security Management Act
FLAs	Forest Legacy Areas
FLIS	Forest Legacy Information System
FLP	Forest Legacy Program
FMFIA	Federal Managers' Financial Integrity Act
FPA	Fire Program Analysis
FPL	Forest Products Laboratory
FRCC	Fire Regimen Condition Class
FRF2	National Fire Plan funding
FRRE	Research and Development funding
FS	Forest Service
FSH	Forest Service handbook
FSM	Forest Service manual
FSNRA	Forest Service Natural Resource Applications
FSP	Forest Stewardship Program
FTBU	funds to be put to better use
FTE	full-time equivalent
FTRS	Financial Transaction Request System
FWS	Fish and Wildlife Service
FY	fiscal year
GAAP	Generally Accepted Accounting Principles
GAO	Government Accountability Office
GFA	General Forest Areas
GIS	Geographic Information System
GPRA	Government Performance and Results Act
GS	General Schedule (pay plan)
GSA	General Services Administration
HA	heritage assets
HCM	Human Capital Management
HCAAF	human capital assessment and accounting framework
HHS PMS	Health and Human Services Payment Management System
HRM	Human Resources Management
IAS	Integrated Acquisition System
ID	Interim Directive
IDP	Individual Development Plans
IG	Inspector General
IMPROVE	Interagency Monitoring of Protected Visual Environments
INFRA	Infrastructure application, one of the FSNRA corporate applications
IP	International Programs (Program Staff)
IPIA	Improper Payment Information Act
IQA	Information Quality Act
IRM	Information Resources Management (Program Staff)
ISO	Information Solutions Organization
IT	information technology
K-V	Knutson-Vandenberg, a trust fund for timber sale area improvements
KM	knowledge management
KPMG	an independent auditor
LEI	Law Enforcement and Investigations (Program Staff)
LMP	Land Management Plan
LMS	Learning Management System
M4R	Managing for Results
MAR	Management Attainment Reporting
MD&A	Management's Discussion and Analysis
MOU	Memorandum of Understanding
MW	Material Weakness
NAPA	National Academy of Public Administration
NASF	National Association of State Foresters
NEP	National Energy Plan
NEPA	National Environmental Policy Act

NFC	National Finance Center
NFMA	National Forest Management Act
NFP	National Fire Plan
NFPORS	National Fire Plan Operations and Reporting System
NFR	notice of finding and recommendation
NFS	National Forest System (Deputy Area)
NIMO	National Incident Management Organization
NIMS	National Information Management System
NIPF	non-industrial private forest
NIST	National Institute of Standards and Technology
NITC	National Information Technology Center
NLT	National Leadership Team
NPO	nonprofit organizations
NPS	National Park Service
NRS	Northern Research Station
NRCS	Natural Resource Conservation Service
NRE	Natural Resources and Environment (USDA)
NRIS	Natural Resource Information System, one of the FSNRA corporate applications
NWCG	Northwest Coordinating Group
OBPA	Office of Budget and Program Analysis
OCFO	Office of the Chief Financial Officer
OHV	off-highway vehicles (interchangeable with ORV)
OIG	Office of Inspector General (USDA)
OGC	Office of General Counsel
OMB	Office of Management and Budget
OPM	Office of Personnel Management
ORMS	Office of Regulatory and Management Services
ORV	off-road vehicles (interchangeable with OHV)
OSHA	Occupational Safety Health Administration
OSOH	Office of Safety and Occupational Health
P&BA	Program and Budget Analysis
P&AR	Performance and Accountability Report
PART	Program Assessment Rating Tool
PAS	Performance Accountability System
PCA	Project Cost Accounting
PL&C	Programs, Legislation, and Communication (Deputy Area)
PAOT	persons at one time
PAS	Performance Accountability System
PMA	President's Management Agenda
PMAS	Performance Measures Accountability System
POA&M	plan of actions and milestones
PONTIUS	Purchase Order Normal Tracking and Inventory System
PP&E	Property, Plant, and Equipment
PRCH	Purchase Order System
PRM	Performance Reference Model
PROP	Personal Property System
PWS	performance work statement
QAR	USDA quarterly accomplishment report
R&D	Research and Development (Deputy Area)
RAR	Roads Accomplishment Report
RBAIS	Research Budget Attainment Information System
RFPs	request for proposals
RHWR	Recreation, Heritage, and Wilderness Resources (Program Staff)
RMET	Resource Mapping Evaluation Toolset
RND	results not demonstrated
ROSS	Resource Order and Status System
ROW	rights-of-way
RSA	regions, stations, and areas
RSI	Required Supplementary Information
RSSI	Required Supplementary Stewardship Information
S&PF	State and Private Forestry (Deputy Area)
SCEP	Student Career Experience Program
SDET	Standard Data Evaluation Tool
SEWF	stabilizing engineered wood fiber
SES	Senior Executive Service
SFA	State Fire Assistance

SFFAS	Statements of Federal Financial Accounting Standards
SGL	Standard General Ledger
SL	stewardship lands
SOD	Sudden Oak Death
SPA	strategic program areas
SPOTS	Strategic Placement of Treatments
SPRA	Strategic Planning and Resource Assessment
STA	Small Tracts Act
STARS	Sales Tracking and Reporting System
STRATUM	Street Tree Resource Analysis Tool
SUDS	Special Uses Database System
SUPO	Surface Use Plan of Operations
TES	threatened and endangered species
TIM	timber information management
TMDL	total maximum daily load
TRACS	Timber Activity Control System
TSA	Timber Sale Accounting System
TSA	Transportation Security Administration
TSP	Thrift Savings Plan
U&CF	Urban and Community Forestry (Program Staff)
UDO	undelivered order
U.S.C.	United States Code
USDA	United States Department of Agriculture
USGS	United States Geological Survey
UTN	Universal Telecommunications Network
VFA	Volunteer Fire Assistance
WCF	Working capital fund
WFLC	Wildland Fire Leadership Council
WFSU	Wildland Fire Suppression
WFU	wildland fire use
WFW	Watershed, Fish, Wildlife, Air and Rare Plants
WFWAR	Wildlife, Fish, Water, and Air Research
WO	Washington Office
WUI	wildland-urban interface

APPENDIX C

FOUNDING LEGISLATION AND HISTORY OF THE FOREST SERVICE'S TRADITIONAL ROLE

Founding Legislation and History of the Forest Service's Traditional Role

A century ago, the idea of conservation of Federal forests culminated with Congress passing the Forest Reserve Act of 1891, creating forest reserves from public domain land. Six years later, Congress passed the 1897 Organic Act (part of the Sundry Civil Appropriations Act), giving the U.S. Department of the Interior General Land Office and the U.S. Geological Survey (USGS) three management goals for those forest reserves: (1) improve and protect the public forests; (2) secure favorable water flows; and (3) provide a continuous supply of timber, under regulation. In 1905, these responsibilities were transferred to the U.S. Department of Agriculture to a newly created bureau, the Forest Service, and in 1907 the forest reserves were renamed as national forests. In those early days, the Forest Service was responsible for the conservation and the protection of the forests.

The Weeks Law of 1911 enabled the Federal Government to purchase forest lands in the East that had been previously harvested. Those purchased lands were then transferred to the Forest Service. Throughout the agency's early history, the Forest Service's primary activities, in addition to conservation and protection, included developing trails, ranger stations, and a pool of expert natural resource managers.

The Great Depression was incentive for a massive youth employment program——the Civilian Conservation Corps (CCC)—with some 3 million enrollees over a 9-year period. The CCC's focus was in developing recreation and fire protection on the national forests, as well as on other Federal and State lands.

After World War II, the Forest Service worked with Congress to provide lumber for the rapidly growing home market. During the 1950s, timber management became an area of emphasis for the agency. Timber production increased through the 1960s and 1970s. In 1960, Congress passed the Multiple-Use Sustained-Yield Act. This act gave recreation, fish, wildlife, water, wilderness, and grazing priority, along with timber management, conservation and protection, and Forest Service resource planning.

The passage of the Wilderness Act of 1964 provided additional protection for a national system of wildernesses in the national forests and applied to the missions of the other Federal land management agencies as well. Additional legislation throughout the 1970s addressed the management of roadless areas on national forests.

The National Forest Management Act (NFMA) of 1976 brought 10-year forest management plans to the Forest Service. From this period throughout the 1990s, the Forest Service saw increased public debate and public involvement in the management of natural resources, especially from environmental, timber industry, and other interest groups and stakeholders.

This keen and proactive public involvement resulted in many of the Forest Service's large-scale assessments: the Interior Columbia Basin Ecosystem Management Project in the Pacific Northwest; the Southern Forest Resource Assessment for the southeastern portion of the country; and the Sierra Nevada Framework for Conservation and Collaboration covering the Sierra Nevada Mountains of California.

APPENDIX D

WASHINGTON OFFICE OVERSIGHT PERFORMANCE REVIEWS

**USDA Forest Service
Program and Budget Analysis Staff
WO Oversight Performance Reviews**

Region 5
April 3 – 7, 2006

Region 9
May 1 – 5, 2006

Region 4
May 15 – 19, 2006

Region 1
June 12 – 16, 2006

Review Team Members

Ron Ketter, Assistant Director Program & Budget Analysis (P&BA) (R5 only)
Virginia Nichols, P&BA, Program Analyst (all regions)
Ray Thompson, P&BA, Management Analyst (R9, R4 & R1)
Geri Rivers, NFS - Assistant Deputy Area Budget Coordinator (R5, R9, & R1)
Bill Eby, NFS Deputy Area Budget Analyst (R4)
Kathy Paris, NFS Lands, Recreation, Heritage, and Wilderness Budget Coordinator (R1)
Larry Mastic, SPRA - Performance Accountability System Coordinator (R5)
Loren Ford, SPRA - State & Private Forestry Program Coordinator (R9)
Deborah Hennessy, SPRA – Management Analyst (R4 & R1)
Sandy Coleman, Assistant Director FIN, GAO/OIG Audit Liaison (R9, R4, & R1)
Pat O'Day, R6 Budget Officer (R1 only)
R5, R9 & R1 Regional Budget Officer & some Regional Budget Analysts (all regions)

EXECUTIVE   SUMMARY

Management is responsible for establishing and maintaining internal controls to achieve effective and efficient operation, reliable financial reporting and compliance with applicable laws and regulations. All regions, stations, and areas are required, per interim direction in the Forest Service manual, to perform internal control and data reviews of their performance information on two of their units each year. The four regions reviewed by the Washington Office Oversight Review Team, received heightened attention, over and above the directive's requirements. These reviews were considered as meeting the intent of the interim directive requirement.

The objectives for the reviews were to:

- Evaluate the effectiveness of performance measures, their definitions, and the use of performance measures data in supporting management decisions
- Identify and assess issues related to performance management, accomplishment reporting, and data quality
- Understand significant variations in accomplishment between units to identify knowledge that might be gained from these variations.

An exit conference was held in each regional office to discuss the findings from the interviews conducted on their units. A single report is being issued covering the findings in all four regions.

The following items summarize the key findings of the reviews.

- Performance measures that do not have assigned performance targets are viewed as less important.
- Accomplishment reporting systems are not integrated and some are not fully functional.
- There is inconsistent use of performance data by managers found in the units that were reviewed.
- Some business rules of work planning and accomplishment reporting appear to be in conflict with on-the-ground efforts toward integrated work.
- No universal verification process has been followed. In addition, standards for documentation in support of reported accomplishments are not in place
- At different levels of the organization there are varied perspectives on the number and kind of performance measures needed.
- Primary Purpose, in some areas, is not being followed.

The document includes an action plan reflecting a strategy to address key findings from the review.

FY2006 WO OVERSIGHT PERFORMANCE REVIEW REPORT

BACKGROUND

Recent Office of Inspector General (OIG) and Government Accountability Office (GAO) audit reports have found that the Forest Service (FS) lacks an effective system of internal controls to ensure data quality. Without a viable system in place, the FS cannot ensure that the data provided to interested parties regarding accomplishments is consistent, adequate, reliable, verifiable, useful and supported. The March 2005 OIG audit report recommended that the Washington Office performs reviews of field units and identify areas where performance measures are reported inconsistently or erroneously. (OIG Audit Report No. 08601-01-HY, page 14). Performance accountability is a good business practice that makes us more effective while remaining competitive in a tighter budget environment. Management is responsible for establishing and maintaining internal controls to achieve effective and efficient operation, reliable financial reporting and compliance with applicable laws and regulations.

The objectives for the reviews were to:

- Evaluate the effectiveness of performance measures, their definitions, and the use of performance measures data in supporting management decisions
- Identify and assess issues related to performance management, accomplishment reporting, and data quality
- Understand significant variations in accomplishment between units to identify knowledge that might be gained from these variations.

The reviews were conducted by WO-P&BA, Program Analysis Staff; WO-NFS Budget Coordinators; WO-SPRA Staff; WO Financial Management Staff; and Regional Budget Staff.

The Review team interviewed regional office, forest and ranger district staff in four regions: Region 5 – Eldorado and Tahoe National Forests; Region 9 – Ottawa and Hiawatha National Forests; Region 4 – Payette and Boise National Forests; and Region 1 – Beaverhead-Deerlodge and Flathead National Forests.

The reviews began in the WO with the analysis of performance targets assigned in the FY 2006 Program Direction, and a review of the FY 2005 and FY 2006 WorkPlans. An exit conference was held in each regional office to discuss a summary of the findings from the interviews conducted on their units. A single report is being issued covering the findings in all four regions. The following items are the key findings of the reviews.

FINDINGS

1. At different levels of the organization there are varied perspectives on the number and kind of performance measures needed to describe the agency's accomplishments. In addition, performance items that do not have assigned targets are viewed as less important. At times, accomplishments for non-targeted items are not being reported. When all accomplishments are not being reported, it may have an effect on program information presented to Congress and other interested parties.

   a) Line Officers typically want fewer measures.
   b) Program managers and project planners generally want more measures to account for all of the work they are doing.
   c) The development of relevant, high quality, outcome measures, annual accomplishment milestones, and other annual output measures continues to be a struggle.
   d) There are fewer resources available to do work on the ground, as well as to enter accomplishment data into systems of record. There are some activities that require information to be entered into several systems for program management and accomplishment reporting purposes.
   e) There is a lack of understanding, clear communication, and training about GPRA and the President's Management Agenda.
   f) There is a lack of understanding of the use or purpose of the performance measures and accomplishment data.
   g) There is varied understanding about the significance of Executive Priority measures versus all other measures.

   Action Plan:
   - **Develop criteria/methodology for establishing agency and unit-level performance targets that justifies the relevance of the establishment of a target.**

   - **Develop and implement a communication strategy that describes the relevance and various uses of all reported performance data, targeted and non-targeted, and the significance of performance reporting to the overall accountability of the agency.**

2. Various systems used for accomplishment reporting are not integrated and some are not fully functional. This is a barrier to assuring complete and accurate accomplishment reporting in a timely manner.

   a) With some systems and applications, a significant number of data input fields are required to be completed before the user is able to enter performance information for the purpose of meeting the assigned target (i.e. recording noxious weed accomplishments).
   b) Accomplishment reporting is time consuming due to the time required to enter information into the systems.
   c) Need to investigate the 'systems of record' being used for accomplishment reporting – are they the most efficient way to report and retrieve accomplishment information.
   d) The reporting due dates often conflict or overlap with field season.

   Action Plan:
   - **Investigate the most efficient way to report accomplishments and recommend alternatives where efficiencies can be recognized.**

3. There is inconsistent use of performance data by managers found in the units that were reviewed.

a) Accomplishment data often is not used to determine or inform future work priorities or budget allocations.

b) Individuals responsible for accomplishment reporting sometimes do not use or access the information available, or are unaware of its existence.

Action Plan:

- **Produce a set of tools that demonstrates how performance data can be used in managerial decision-making. References to the location of available data would be included.**

- **Provide a quick and efficient web portal to performance information. This could possibly be done with some update and restructure of the Managing for Results web page.**

4. Some business rules of work planning and accomplishment reporting appear to be in conflict with on-the-ground efforts toward integrated work. Agency policy and guidance is for projects to be integrated to effectively achieve Strategic Plan goals and objectives, as well as desired outcomes on the ground.

a) There is a perception that all work cannot be reported for integrated projects.

b) Performance measures are generally output measures based on function (timber, recreation, fuels, wildlife, minerals, etc.) and don't serve well to integrate multi-program efforts toward desired outcomes.

c) The annual performance measure accomplishments do not link from one year to the next and do not describe incremental milestones toward a multi-year outcome.

Action Plan:

- **Develop alternative accomplishment reporting rules that provide for complete and integrated reporting. Where there are limited system capabilities, provide examples on how the current systems allow users to show accomplishment for integrated projects.**

5. No universal verification process has been followed and, in addition, standards for documentation in support of reported accomplishments are not in place. At the ground level a substantial amount of documentation does take place, but not in a uniform way from location to location.

a) Data verification seems to be largely based on trust. But trust doesn't leave an audit trail and recent audits conducted by GAO and OIG found data quality issues.

b) Reviews of field work are generally focused on quality of work rather than verification of reported accomplishments.

c) Many of the performance measures lack documentation standards.

Action Plan:

- **Within the Metrics Management application, establish and maintain a documentation standard for each performance measure making these standards easily and widely accessible.**

- **Program Direction will require that future reviews be focused on reported accomplishments, data quality, and associated documentation.**

6.   Primary Purpose, in some areas, is not being followed. Our agency must follow primary purpose to comply with Congressional intent, maintain validity of the reported accomplishment and ensure that the expenditure information is consistently reported.

   a) The high incidences of earmarks provide less flexibility for budget planning. This causes some people to feel they must accomplish other high priority work by stretching the Primary Purpose rules.
   b) In a few cases there is a perception that the new rules for financing NEPA work allows them to multi-finance, much like the old benefiting function rules. Further they have extended the new NEPA financing rule to all project financing. Some even said Primary Purpose no longer exists.

   Action Plan:
   - **Develop and provide training on Primary Purpose including an emphasis on its mandatory use.**

   - **Establish a plan for WO review of field compliance with the Primary Purpose policy.**

Highlights of the Reviews

There were some very progressive and innovative efforts witnessed in a number of the locations visited.

➢ Region 9's emphasis on performance management throughout the organization. The Region as a whole has done an excellent job at communicating the relevance of the individual's work in the field to the region and agency's goals and objectives.

➢ Innovations that all four regions have developed to inform their staffs, or improve the collection and validation of accomplishment data (i.e. Region 4's comprehensive and detailed training package on the Basics of Accomplishment).

ACTION PLAN

The following table displays the action plan items listed above, assigns the lead responsibility for completion to a staff group or team, and establishes an estimated completion date for the task.

FY2006 PERFORMANCE REVIEW ACTION PLAN		
(Note: Virginia Nichols, P&BA, is lead for the review and will oversee closure of these actions).		
Action Item	**Responsible Staff/Person**	**Estimated Completion Date**
A. Develop criteria/methodology for establishing agency and unit-level performance targets that justifies the relevance of the establishment of a target.	P&BA - Performance Accountability Team	December 1, 2006
B. Develop and implement a communication strategy that describes the relevance and various uses of all reported performance data, targeted and non-targeted, and the significance of performance reporting to the overall accountability of the agency.	Office of Communication with subject matter experts	April 1, 2007

FY2006 PERFORMANCE REVIEW ACTION PLAN

(Note: Virginia Nichols, P&BA, is lead for the review and will oversee closure of these actions).

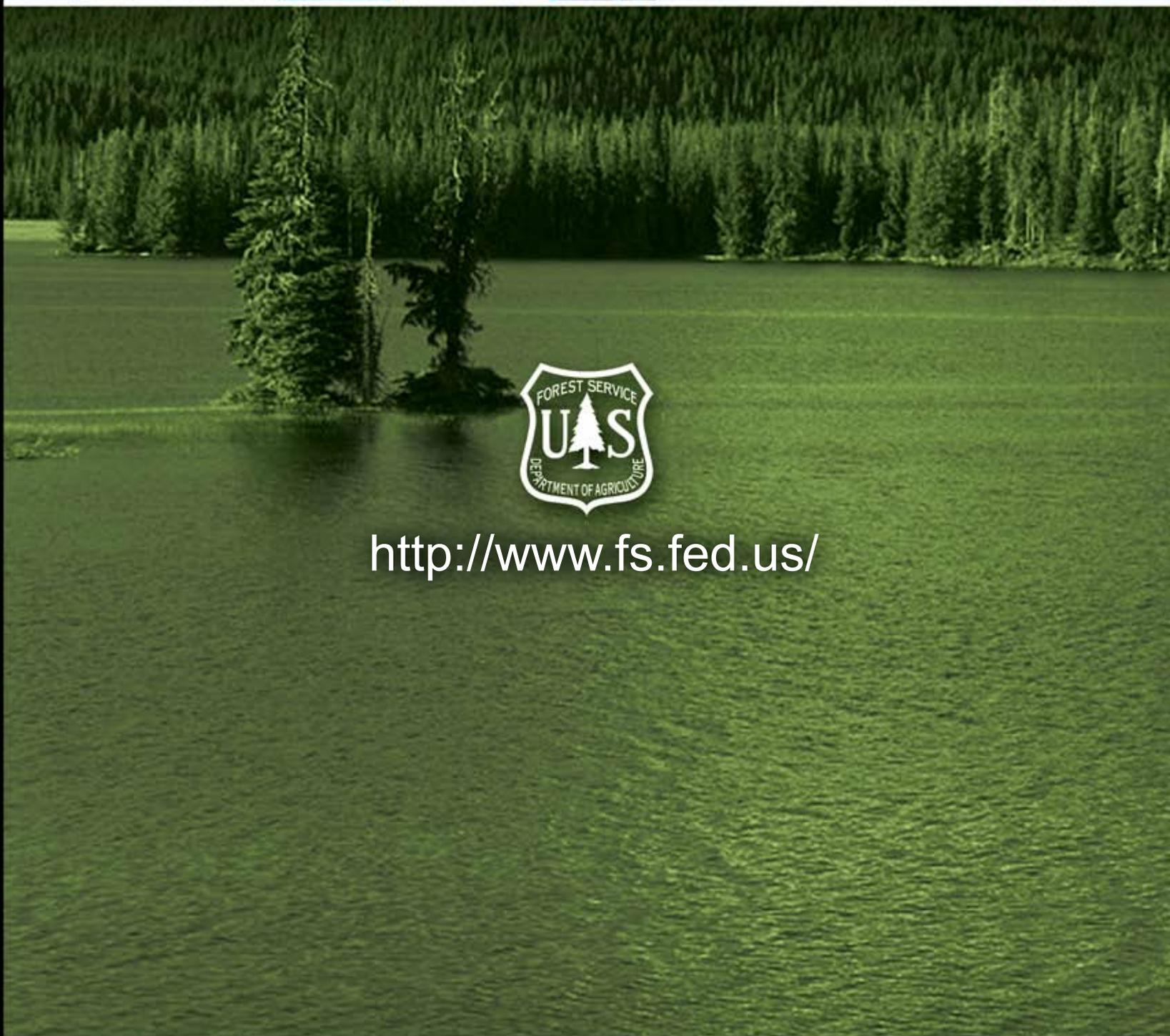| Action Item	Responsible Staff/Person	Estimated Completion Date
C. Investigate the most efficient way to report accomplishments and recommend alternatives where efficiencies can be recognized.	Chief Information Officer	April 1, 2007
D. Produce a set of tools that demonstrates how performance data can be used in managerial decision-making. References to the location of available data would be included.	P&BA - Performance Accountability Team	April 1, 2007
E. Provide a quick and efficient web portal to performance information. This could possibly be done with some update and restructure of the Managing for Results web page.	P& BA – Program Analysis	December 1, 2006
F. Develop alternative accomplishment reporting rules that provide for complete and integrated reporting. Where there are limited system capabilities, provide examples on how the current systems allow users to show accomplishment for integrated projects. 1. Agency high-level measure business rules 2. Agency-wide Operational Business Rules 3. Investigate the possibility of using an acceptable 'difference tolerance' between the accomplishment report and the system of record.	P&BA - Performance Accountability Team	1. November 1, 2006 2. January 1, 2007 3. April 1, 2007
G. Within the Metrics Management application establish and maintain a documentation standard for each performance measure making these standards easily and widely accessible.	P&BA - Performance Accountability Team	December 1, 2006
H. Program Direction will require that future reviews be focused on reported accomplishments, data quality, and associated documentation.	P& BA – Program Analysis	October 25, 2006
I. Develop and provide training on Primary Purpose including an emphasis on its mandatory use.	Primary Purpose Advisory Team	April 1, 2007
J. Establish a plan for WO review of field compliance with Primary Purpose policy.	Primary Purpose Advisory Team	On-going annually. Complete plan by March 31, 2007

CONCLUSION

In March of 2005, an audit conducted by the USDA Office of Inspector General (OIG) found that the Forest Service had not effectively implemented a comprehensive strategy to ensure that the performance data provided to interested parties is consistent, valid and supported. As a part of a multi-pronged effort, in FY2005, the agency provided direction for each Region, Station, and Area to review two of their units annually, focusing on data quality and reporting accuracy. In FY2006, the agency increased its emphasis on performance management by replacing the self reviews in four regions with WO Oversight Performance reviews conducted by a team from the Washington Office.

While the approach for these reviews was aimed at information gathering, versus specific, detailed data verification, the team acquired a great deal of knowledge, and made many useful observations. By spending the time necessary to interview employees at all levels of each region, a well-rounded picture of current practices and challenges associated with performance management began to be realized in the form of reoccurring findings. The review team grouped these findings and developed an action plan to address many of the global issues.

In future years, the WO Oversight reviews will be refined to meet internal and external performance management and reporting needs. The four reviews conducted in FY2006 provided a foundation for the identification of and elimination of several global issues that have blocked Agency progress toward its goal of consistent, valid, and supported performance data. In FY2007, a more specific and detailed review of reported accomplishment data and their documentation is planned.

Next steps: The report will be shared with Regional Foresters, Station and Area Directors, and Washington Office Deputies and Directors and their staff.

- Continue WO Oversight reviews in FY 2007 with a focus on validating reported accomplishments and reviewing documentation records.

- Complete three Region and three Station reviews in FY 2007.

- Complete three Regions, two Stations and one Area review in FY 2008.

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