

PERFORMANCE DATA AND ANALYSIS

Department of the Interior Performance

The FY 2006 Performance Data and Analysis section documents the performance of the Department of the Interior against the FY 2003-2008 Government Performance and Results Act (GPRA) Strategic Plan. The Performance Data and Analysis section is organized according to Interior's four areas of mission responsibility and their accompanying strategic goals. These goals provide a framework for the strategic plans of Interior's bureaus. The mission areas and mission goals are as follows:

- Resource Protection: Protect the Nation's natural, cultural and heritage resources;
- Resource Use: Manage resources to promote responsible use and sustain a dynamic economy;
- Recreation: Provide recreation opportunities for America; and
- Serving Communities: Safeguard lives, property, and assets; advance scientific knowledge, and improve the quality of life for communities we serve.

A fifth area, Management Excellence, provides the enabling framework within which Interior carries out its mission responsibilities using improved business processes, practices, tools, and a highly trained, skilled workforce.

The GPRA Strategic Plan and Interior's Performance Methodology

Interior's GPRA Plan provides a high-level overview of performance, setting large mission goals and broad program objectives. Its greatest value stems from Interior's ability to connect a strategic view with each day's ground-level work, whether that work is rehabilitating a wetland clogged with the invasive purple loosestrife, improving a visitor center at a national park, monitoring the rehabilitation of an abandoned mine, helping an American Indian child become a better reader, or adding real-time capability to a flood warning system. Because the GPRA Plan sets a clear hierarchy of goals and measures, it lets each of us see exactly how our work contributes to Interior's end results. And with targets set at every level, the Plan provides measures

by which to judge what Interior has accomplished.

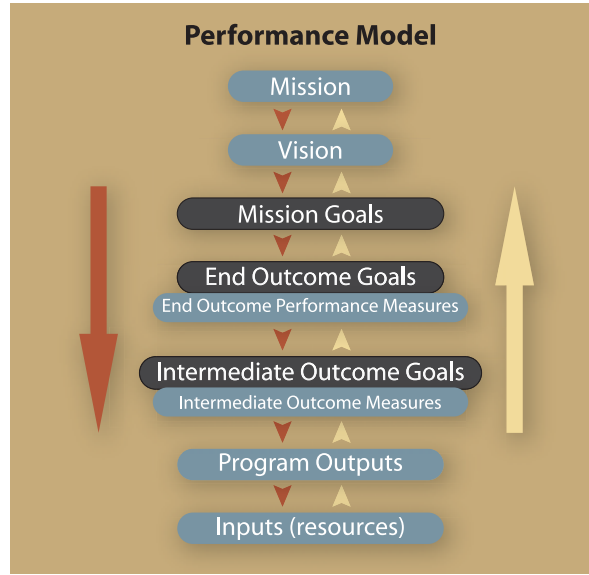
The plan structure focuses on end outcomes, selected high-priority intermediate outcomes, and measures that will verify progress toward outcome achievement. Each mission area has its own end-outcome goals and performance measures.

The outcome goals and performance measures maintain Interior's focus on the bottom line

– specific results that must be achieved to be successful in accomplishing Interior's mission. To progress toward these goals, Interior has identified a series of intermediate-outcome goals that support, promote, and serve as vehicles for achieving results. Performance measures are linked directly to end-outcome goals or to intermediate-outcome goals to help assess progress. Putting these into effect, in turn, requires an array of program-level activities and their associated outputs. Outputs are typically quantifiable units of accomplishment that are a consequence of work done to execute Interior's GPRA Plan (e.g., acres treated for hazardous fuels or park safety programs implemented). Activity-based costing enables Interior to connect outputs to costs, creating a powerful management tool that implements recognition of superior performance, focusing attention on achievement and innovation, and moving more quickly to spread best practices throughout Interior.

In Interior's GPRA

FIGURE 2-1



Plan, the outcome goals are cast in a long-term context – typically covering the duration of the GPRA Plan (5 years). These goals and measures are annualized to demonstrate incremental progress toward achieving long-term targets. Additional annual performance measures and targets may be incorporated into annual performance budgets to supplement Interior's core measures and to adapt to evolving needs. In certain instances, Interior may adopt outcome measures that appear output-like because they use units of measurement, such as acres

restored or permits issued, which have output connotations. The context in which the measure is applied however remains outcome focused. In some cases, a true outcome measure may be too far beyond the control of Interior's programs to assume full accountability. In such cases, Interior uses the best indicator it can develop to assess its contribution and progress toward that goal.

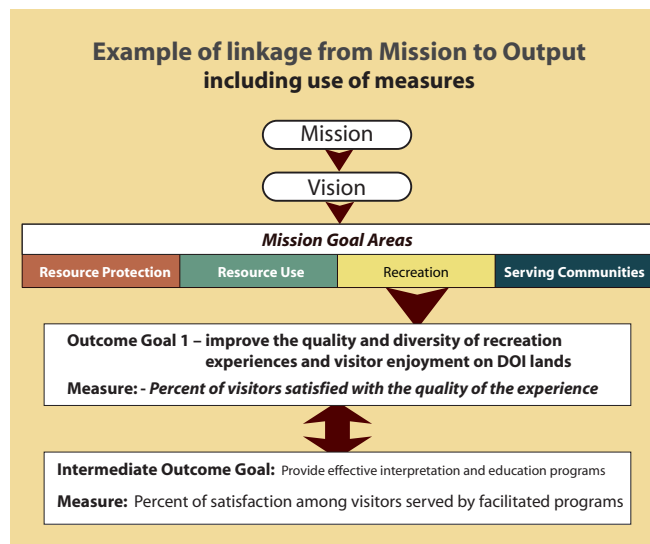
Selected high-priority, intermediate-outcome goals and measures appear in both the GPRA Plan and bureau or Departmental office operating plans. Most intermediate-outcome goals and specific work outputs appear only

in bureau or office operating plans. This category of goals is used to link budgets to performance.

Although Departmental planning now centers on high-level, outcome-oriented goals and performance measures, performance information will be tracked and evaluated at various levels within the organization.

Linking key programs and the outcomes of individual efforts, programs, and bu-

FIGURE 2-2



reaus reinforces Interior's stewardship of its critical resources, especially important in light of population pressures, growing public demand, and accelerating changes in science and technology. The

Plan provides Interior with a set of consistent goals and a common agenda. It provides the means to increase focus on performance results, helps make managers more accountable, and creates a springboard for communication, collaboration, and coordination in the interest of conservation with interested citizens, organizations, and constituents on Interior's future direction.

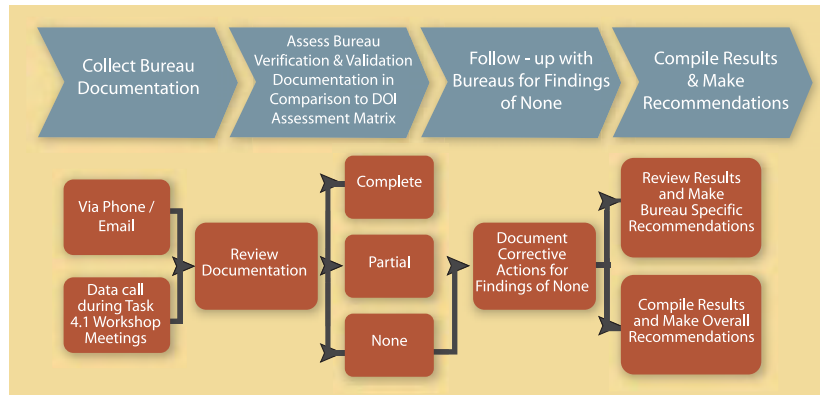
When employed and examined as a whole, Interior's GPRA Plan tells the story of the Department's work and provides support to various budgetary and programmatic initiatives key to achieving Interior's goals. It establishes performance measures so they act like stepping stones, keeping programs on track, on time, and on budget.

Data Verification and Validation

To credibly report progress toward intended results and to enable performance-informed decision-making, Interior needs to ensure that its performance information is sufficiently accurate, reliable, and sound. GPRA requires agencies to describe the means used to verify and validate measured performance as part of annual performance reports. Verification includes assessing data completeness, accuracy, and consistency and related quality control practices. Validation assesses whether the data are appropriate to measure performance.

Interior requires the full implementation of data verification and validation criteria to ensure that information is properly collected, recorded, processed, and aggregated for reporting and use by decision-makers. Since FY 2003, Interior has required bureaus and offices collecting and reporting performance data to develop and use an effective data verification and validation (V&V)

FIGURE 2-3



process. A data V&V assessment matrix was developed in cooperation with Departmental bureaus and offices, including the Office of Inspector General. The matrix has been used successfully as a tool to elevate data V&V pro-

cedures to an acceptable functional level and to detect potential problem areas in well-established bureau/office data V&V systems.

In FY 2006, Interior continued its commitment to V&V by contracting Grant Thornton to evaluate each of the bureau's data V&V processes, report findings on compliance, and identify areas for improvement. Figure 2-3 represents the framework Grant Thornton used to structure their analysis.

As a result of this assessment, Interior gained a greater insight into how individual bureaus comply with the data V&V protocols and identified areas for improvement in the V&V processes to ensure the data reported meets, and exceeds, quality standards.

Interior uses four categories of performance data throughout its performance V&V process:

1. **Final.** All data are available, verified, and validated for the measure. Actual numbers are reported. Performance analysis can be completed. This includes the characterizing of data as "goal met," "exceeded," or "not met," along with comparing the result with the target and describing why the result meets, exceeds, or falls short of the target;
2. **Estimated.** Some data are unavailable or unverified. A reasonable methodology should be developed and applied to estimate the annual performance. After the estimation methodology is documented and is proven repeatable and valid, estimated data can be factored into the "goal met/exceeded" or "not met" aggregation;
3. **Preliminary.** All data are available, but are not verified for the measure. No analysis should be conducted

(i.e., these data reports are considered similar to a “no report” because the data are not verifiable either directly or via a valid, documented, repeatable estimation methodology and, therefore, cannot be factored as either goal met/exceeded or not met); these data are reported as preliminary; and

4. No Data. Data are unavailable and there are insufficient sources to develop a reasonable estimate. No report on the measure can be made.

Data Sources

A key element in reporting valid, accurate, and reliable performance data is ensuring that sources of data are documented and available. Interior bureaus and offices are continuing to improve their data management processes by developing better sources of data and by linking with current data sources that already have reporting, verification, and validation procedures in place. For example, the Bureau of Reclamation maintains an internal data/Internet site containing data on projects, dam and power facilities, and water-related statistics to verify annual performance data. Data from regions and area offices are reviewed quarterly to ensure that BOR is on track and reporting consistently. The Bureau of Land Management requires its State and field offices to maintain documentation to support the performance measures reported by each office and to enter supporting data into its management information system. The Office of Surface Mining (OSM) collects information from internal operations and from States and Indian Tribes. The Abandoned Mine Land Program information is generally collected through the Abandoned Mine Land Inventory System (AMLIS). AMLIS is a computer database used by the State reclamation programs and maintained by OSM.

Data sources for each of Interior’s measures are shown in our Goals at a Glance tables as an additional row.

Results at a Glance

Figures 2-5, 2-7, 2-9, 2-11 and 2-13 present Interior’s performance results in detail, charting targets as they are tied to end-outcome goals, mission areas, and the strategic goal of management excellence. Data presented in each table include: (1) a reference number (which corresponds to references to these measures in

the MD&A section); (2) a description of the performance measure; (3) historical data for FY 2005 and previous years, if available; (4) the planned performance target for FY 2006; (5) the actual results for FY 2006; (6) an explanation, if applicable, of why Interior either exceeded or fell short of performance and how the Department plans to improve in the future; and (7) data sources used to validate reliability.

One of three conclusions is reported for each measure that presents actual or estimated results data: Goal Met; Goal Not Met; or Goal Exceeded. It is Interior’s policy to report a measure as “Goal Met” if the actual or estimated performance result is from 95% to 105% of the performance target. If the conclusion for a measure is “Goal Met,” the result is visually depicted by a checkmark placed in a separate column. No conclusion is presented for measures that report preliminary data (i.e., data that were collected, but not verified as being accurate) or incomplete data because the GPRA implementation guidelines do not allow agencies to compare these types of data with performance goals. An “(E)” is included in the “FY 2006 Actual” column if the result presented is an estimate. A “(P)” in this column indicates that the result presented is based on preliminary data. Updates to the presently estimated and preliminary information will be included in the FY 2008 President’s Budget request materials, and all final reporting will be complete by the FY 2007 PAR.

This is the third year that Interior is measuring performance using targets from the FY 2003-2008 Strategic Plan. Trend data going back to four fiscal years is only available for those measures that carried over from the FY 2000-2005 plan. This data has been placed in the Performance Explanation areas for these measures (e.g., Ref #5).