

PERFORMANCE GOALS AND MEASURES THAT HAVE BEEN DISCONTINUED OR CHANGED

STRATEGIC GOAL 1

Provide the information and tools to maximize U.S. competitiveness and enable economic growth for American industries, workers, and consumers

STRATEGIC OBJECTIVE 1.1

Enhance economic growth for all Americans by developing partnerships with private sector and nongovernmental organizations

Performance Goal	Increase private enterprise and job creation in economically distressed communities (EDA)
Corresponding Measures	<ul style="list-style-type: none"> ● State and local dollars committed per EDA dollar ● Percentage of investments in regions of highest distress ● Percentage of EDA dollars invested in technology-related projects in distressed areas
Change	Measures discontinued
Justification	EDA discontinued these performance measures because they did not reflect its outcome efforts. These measures were originally designed to provide results the same year as the investment was awarded in lieu of actual job and private investment data that had not yet been realized and reported yet. EDA will continue to track these measures internally for quality assurance.

Performance Goal	Improve community capacity to achieve and sustain economic growth (EDA)
Corresponding Measure	Percentage of local technical assistance and economic adjustment strategy investments awarded in regions of highest distress
Change	Measure discontinued
Justification	EDA discontinued this measure because it did not reflect its outcome efforts. EDA will continue to track this measure internally for quality assurance.

Performance Goal	Increase trade opportunities for U.S. firms to advance the United States international commerce and strategic interests (ITA)
Change	Goal reworded as “Strengthen U.S industries (ITA)”
Justification	ITA reorganized in FY 2004 with a greater focus on the U.S. manufacturing industry. Strengthening the U.S. manufacturing sector is a top priority of the President. This performance goal was redrafted to reflect the expanded goal to “Strengthen U.S. industries.”
Corresponding Measure	Number of new or enhanced ITA partnerships with public and private sector entities to promote U.S. exports
Change	Measure deleted
Justification	Measuring the partnership build rate from an established baseline was not a critical result and obtaining the information was difficult and unreliable.



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Performance Goal	Increase trade opportunities for U.S. firms to advance the United States international commerce and strategic interests (ITA) <i>(continued)</i>
Corresponding Measure	Trade policy and negotiations advancement
Change	Measure deleted
Justification	In FY 2004 this was a new measure with no targets yet established. As part of ITA's consolidation of goals and measures, ITA has chosen not to report on this measure for this report.
Corresponding Measure	Dollar exports in targeted products and markets
Change	Measure deleted
Justification	This measured a macro-economic trend that was not an effective indicator of ITA's involvement.

Performance Goal	Expand U.S. exporter base (ITA)
Corresponding Measure	Dollar value of completed advocacies (U.S. export content)
Change	Measure deleted
Justification	ITA determined that the "dollar value" data is less valid because it is influenced by the dollar exchange rate, a significant external factor.

Performance Goal	Improve customer and stakeholder satisfaction (ITA)
Corresponding Measures	<ul style="list-style-type: none"> ● Customer satisfaction with ITA's products and services ● Customer perception of ease of access to export and trade information and data ● Level of awareness of ITA products and services ● Number of U.S. exporter activities undertaken per customer surveyed
Change	Goal and measures discontinued
Justification	ITA reorganized in FY 2004, streamlining its performance management so as to work under three major agency-specific goals. The three goals are more closely aligned with changes to ITA's mission. The work associated with these goals will continued to be measured with activities and results incorporated into the three goals.

Performance Goal	Improve the U.S. competitive advantage through global e-commerce (ITA)
Corresponding Measures	<ul style="list-style-type: none"> ● Number of new subscribers using BuyUSA.com e-services ● Customer perception of (Export.gov) portal ease of use ● Percentage of ITA's significant products and services provided electronically to external customers
Change	Goal and measures discontinued
Justification	ITA reorganized in FY 2004, streamlining its performance management so as to work under three major agency-specific goals. The three goals are more closely aligned with changes to ITA's mission. The work associated with these goals will continued to be measured with activities and results incorporated into the three goals.



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Performance Goal	Increase opportunities and access of minority-owned businesses to the marketplace and financing (MBDA)
Change	Goal reworded as "Increase access to the marketplace and financing for minority-owned businesses (MBDA)"
Justification	MBDA determined that the new wording of this performance goal better reflects the outcome orientation of the goal.
Corresponding Measure	Total number of all clients receiving assistance
Change	Measure reworded as "Clients receiving services"
Justification	The term "services" better reflects MBDA's role rather than "assistance."
Corresponding Measures	<ul style="list-style-type: none"> ● Number of contract awards obtained ● Number of financial awards obtained ● Employees training hours
Change	Measures discontinued
Justification	These measures represent outputs rather than outcomes. MBDA will continue to track them internally.

STRATEGIC OBJECTIVE 1.2

Advance responsible economic growth and trade while protecting American security

Performance Goal	Protect the U.S. national security and economic interests by enhancing the efficiency of the export control system (BIS)
Change	Goal reworded as "Protect the U.S. national security, foreign policy, and economic interests by enhancing the effectiveness and efficiency of the export control system (BIS)"
Justification	The goal was reworded to better reflect the activities of BIS while adding an emphasis on foreign policy.

Performance Goal	Prevent illegal exports and identify violators of export prohibitions and restrictions for prosecution (BIS)
Corresponding Measure	Number of cases opened that result in the prevention of a criminal violation of the prosecution of a criminal or administrative case
Change	Measure reworded as "Number of investigative actions that result in the prevention of a violation and cases which result in a criminal and/or administrative prosecution"
Justification	This performance measure was reworded to more accurately reflect the measure. Data collected and the methodology used were unchanged.

Performance Goal	Enhance the export and transit control system of nations that lack effective control arrangements (BIS)
Change	Goal reworded as "Enhance the export and transit controls of nations seeking to improve their export control system (BIS)"
Justification	The goal was reworded to remove the negative connotation, that these countries lacked effective export control arrangements, when in fact export control arrangements in many of these countries do not exist to begin with.

STRATEGIC OBJECTIVE 1.3

Enhance the supply of key economic and demographic data to support effective decision-making of policymakers, businesses, and the American public

Performance Goals	<ul style="list-style-type: none"> ● Meet the needs of policymakers, businesses and non-profit organizations, and the public for current measures of the U.S. population, economy, and governments (ESA/Census) ● Support the economic and political foundations of the United States by producing benchmark measures of the economy and population for the administration and equitable funding of federal, state, and local programs (ESA/Census) ● Meet constitutional and legislative mandates by implementing a re-engineered 2010 Census that is cost-effective, provides more timely data, improves coverage accuracy, and reduces operational risk (ESA/Census) ● Support innovation, promote data use, minimize respondent burden, respect individual privacy, and ensure confidentiality (ESA/Census)
Change	<p>These goals have been combined into one performance goal, "Meet the needs of policymakers, businesses, non-profit organizations, and the public for current and benchmark measures of the U.S. population, economy, and governments (ESA/Census)"</p>
Corresponding Measures	<p>All of the performance measures appearing in these four goals in the FY 2004 PAR have been consolidated into the following six measures appearing under the newly combined goal. For a crosswalk between the old and new measures, see exhibit 3A of the Census Bureau chapter of the FY 2006 Department of Commerce budget submission.</p> <ul style="list-style-type: none"> ● Achieve pre-determined collection rates for Census Bureau censuses and surveys in order to provide statistically reliable data to support effective decision-making of policymakers, businesses, and the public ● Release data products for Census Bureau programs on time to support effective decision-making of policymakers, businesses, and the public ● Introduce Census 2000-based samples as scheduled so that the household surveys can continue through the next decade, and so that policymakers, businesses, and the public can continue to be confident in the major federal socioeconomic indicators these surveys provide ● Correct street features in TIGER (geographic) database to more effectively support: Census Bureau censuses and surveys, facilitate the geographic partnerships between federal, state, local and tribal governments, and support the E-Government initiative in the President's Management Agenda ● Complete key activities for cyclical census programs on time to support effective decision-making by policymakers, businesses, and the public and meet constitutional and legislative mandates ● Meet or exceed overall federal score of customer satisfaction on the American Customer Satisfaction Index
Justification	<p>The FY 2005 PAR reflects a shift to more customer-focused Census Bureau measures based on the Government Performance and Results Act (GPRA). The Census Bureau has reduced the number of its performance measures, and made the remaining measures more outcome-oriented. These performance measures have been realigned under one goal with the exception of "Expanding Web-based technology solutions" which has been removed from GPRA reporting as it is an internal measure.</p>

Performance Goal	<p>Promote a better understanding of the U.S. economy by providing the most timely, relevant, and accurate economic data in an objective and cost-effective manner (ESA/BEA)</p>
Corresponding Measure	<p>Budget-Related: Upgrading information technology systems</p>
Change	<p>Measure discontinued</p>
Justification	<p>This performance measure was designed to monitor the progress in implementing the BEA budget-related initiative to upgrade information technology. From its inception in FY 2002 through FY 2004, BEA had successfully completed all planned milestones related to this budget-specific performance measure and discontinued reporting the measure in FY 2005.</p>

STRATEGIC GOAL 2

Foster science and technological leadership by protecting intellectual property, enhancing technical standards, and advancing measurement science

STRATEGIC OBJECTIVE 2.1

Develop tools and capabilities that improve the productivity, quality, dissemination, and efficiency of research

Performance Goal	Provide leadership in promoting national technology policies that facilitate U.S. preeminence in key areas of science and technology (TA/OTP)
Corresponding Measures	<ul style="list-style-type: none"> ● Support and improve American innovation system ● Advance role of technology in U.S. economic growth and homeland security ● Strengthen competitive position of American technology industries ● Strengthen OTP's organization, capabilities, and resources to maximize the effectiveness of its activities and services
Change	Goal and measures discontinued
Justification	OTP's activities are largely policy-related and thus vary substantially from year to year. Because of this along with an effort to limit the number of measures, this goal and corresponding measures are being discontinued.

Performance Goals	Provide technical leadership for the nation's measurement and standards infrastructure. Assure the availability and efficient transfer of measurement and standards capabilities essential to established industries (NIST-A and NIST-B)
Change	Goal reworded as "Promote innovation, facilitate trade, ensure public safety and security, and help create jobs by strengthening the nation's measurements and standards infrastructure (NIST)"
Justification	The single goal better represents the focus of the NIST Laboratory Program and allows for more effective reporting of financial information against program goals.
Corresponding Measure	Citation Impact of NIST-authored publications
Change	Measure discontinued
Justification	To streamline the reporting process and focus on measures that demonstrate NIST's major dissemination channels, this measure was discontinued as a formal GPRA measure in the FY 2006 Annual Performance Plan. NIST still continues to track the citation impact of its publications as one indicator of the demand for or relevance of its published research.
Corresponding Measure	Economic Impact Studies
Change	Measure discontinued
Justification	To streamline the reporting process and focus on measures that demonstrate NIST's major dissemination channels, this measure was discontinued as formal GPRA measure in the FY 2006 Annual Performance Plan. NIST values the data received from the retrospective microeconomic impact studies and continues to conduct the studies to assess the long-term impact that derive from specific research programs or projects. Currently, NIST is in the process of conducting a retrospective study on its work with the semiconductor industry.

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Performance Goal	Catalyze, reward, and recognize quality and performance improvement practices in U.S. businesses and other organizations (NIST)
Corresponding Measures	<ul style="list-style-type: none"> ● Number of Baldrige criteria disseminated ● Percent of applicants indicating satisfaction with the relevance of the feedback report
Change	Goal and measures discontinued
Justification	With a focus on streamlining the number of GPRA goals and measures, the Department issued general guidance for new and existing goals and measures. One criteria focused on the Program's funding level so that smaller scale programs have limited or no formal GPRA goals and measures. Currently, the Baldrige National Quality Program (BNQP) receives approximately \$5M per year in appropriated funds. Based on the criteria, the GPRA goals and measures for this program have been discontinued. NIST still continues to track and report progress on these and other BNQP measures and successes via other reporting mechanisms.

STRATEGIC OBJECTIVE 2.2

Protect intellectual property and improve the patent and trademark system

Performance Goal	Improve the quality of patent products and services and optimize patent processing time (USPTO)
Corresponding Measures	<ul style="list-style-type: none"> ● Patent examiner certification ● Patent examiner re-certification ● Patent in-process reviews
Change	Measures discontinued
Justification	Patent and Trademark pendency and quality are the key measures of the effectiveness of USPTO operations. <i>The 21st Century Strategic Plan</i> outlines the actions necessary to begin to reverse the upward trend in pendency that has resulted from increased filings and the growing complexity of applications. While training and certifying examiners is an important aspect of quality, they are just three of many internal measures that are useful for planning and developing strategies for improving pendency and quality. These measures do not serve as indicators of the effectiveness of the overall USPTO strategic and performance goals and should not be included in the Annual Performance Plan. USPTO will continue to track these measures internally for quality assurance.
Corresponding Measure	Patent in-process reviews error rate
Change	Measure reworded as "Patent in-process examination compliance rate"
Justification	The new wording better reflects what USPTO is seeking to accomplish by focusing on the positive aspects of USPTO's work.

Performance Goal	Improve the quality of trademark products and services and optimize trademark processing time (USPTO)
Corresponding Measure	Trademark in-process reviews
Change	Measure reworded as "Trademark first action deficiency rate"
Justification	The new wording better reflects what USPTO is seeking to accomplish, that is, decreasing the number of errors within the trademark review process.



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Corresponding Measure	Trademark productivity
Change	Measure discontinued, though this measure did not have historical data reported in past PARs.
Justification	Patent and Trademark pendency and quality are the key measures of the effectiveness of USPTO operations. <i>The 21st Century Strategic Plan</i> outlines the actions necessary to begin to reverse the upward trend in pendency that has resulted from increased filings and the growing complexity of applications. While productivity is an important measure, it is just one of many internal measures that are useful for planning and developing strategies for improving the key measures of pendency and quality. These measures do not serve as indicators of the effectiveness of the overall USPTO strategic and performance goals and should not be included in the Annual Performance Plan.

Performance Goal	Create a more flexible organization through transitioning patent and trademark applications to e-government operations and participating in intellectual property development worldwide (USPTO)
Change	Goal reworded as “Create a more flexible organization through transitioning patent and trademark operations to an e-government environment and advancing intellectual property development worldwide (USPTO) ”
Justification	Wording change reflects a more active role of USPTO in intellectual property development worldwide.

STRATEGIC OBJECTIVE 2.3

Advance the development of global e-commerce and enhanced telecommunications and information services

Performance Goal	Increase competition within the telecommunications sector and universal access to telecommunication services for all Americans (NTIA)
Corresponding Measures	<ul style="list-style-type: none"> ● Provide the policy framework for introduction of new technology ● Policy customer survey
Change	Goal and measures deleted
Justification	After discussions with the Department and OMB, activities under this goal have been combined with those under “Ensure broader availability, and support new sources, of advanced telecommunications and information services (NTIA).” These measures have been discontinued as they don’t reflect NTIA’s policy activities particularly well.

Performance Goal	Efficient and effective allocation of radio spectrum (NTIA)
Change	Goal reworded as “Ensure that the allocation of radio spectrum provides the greatest benefit to all people (NTIA)”
Justification	NTIA determined that the new wording of this performance goal better reflects the outcome orientation of the goal.
Corresponding Measures	<ul style="list-style-type: none"> ● Percentage of requests accomplished online ● Completeness and accuracy of agency assignment request ● Customer satisfaction survey on training course
Change	Measures have been discontinued
Justification	After discussions with The Department and OMB, these measures have been discontinued as unnecessary to assess the outcome of the program. These measures are maintained internally, however.



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Performance Goal	Ensure broader availability, and support new sources, of advanced telecommunications and information services (NTIA)
Change	Goal reworded as "Promote the availability, and support new sources, of advanced telecommunications (NTIA)"
Justification	After discussions with the Department and OMB, activities under this goal have been combined with those under "Increase competition within the telecommunications sector and universal access to telecommunication services for all Americans (NTIA)."
Corresponding Measure	Digital broadcasting conversion
Change	Measure deleted
Justification	The conversion of public television is essentially complete.

STRATEGIC GOAL 3

Observe, protect and manage the Earth’s resources to promote environmental stewardship

STRATEGIC OBJECTIVE 3.1

Advance understanding and predict changes in the Earth’s environment to meet America’s economic, social and environmental needs

Performance Goal	Increase understanding of climate variability and change (NOAA)
Change	Goal reworded as “Understand climate variability and change to enhance society’s ability to plan and respond (NOAA)”
Justification	NOAA determined that the new wording of this performance goal better reflects the outcome orientation of the goal.
Corresponding Measure	Determine the actual long-term changes in temperature and precipitation over the United States
Change	Measure reworded as “Determine the national explained variance (%) for temperature and precipitation for the contiguous United States using USCRN stations”
Justification	Revised measure wording in response to OIG audit report 159894-0001/September 2004.
Corresponding Measure	Assess and model carbon sources and sinks throughout the United States
Change	Measure reworded as “Reduce the uncertainty in the magnitude of the North American (NA) carbon uptake”
Justification	Revised measure wording in response to OIG audit report 159894-0001/September 2004.

Performance Goal	Improve accuracy and timeliness of weather and water information (NOAA)
Change	Goal reworded as “Serve society’s needs for weather and water information (NOAA) “
Justification	NOAA determined that the new wording of this performance goal better reflects the outcome orientation of the goal.

STRATEGIC OBJECTIVE 3.2

Enhance the conservation and management of coastal and marine resources to meet America’s economic, social, and environmental needs

Performance Goal	Improve protection, restoration, and management of coastal and ocean resources through an ecosystem-based management (NOAA)
Change	Goal reworded as “Protect, restore, and manage the use of coastal and ocean resources through an ecosystem approach to management (NOAA) “
Justification	NOAA determined that the new wording of this performance goal better reflects the outcome orientation of the goal.

MANAGEMENT INTEGRATION GOAL

Achieve organizational and management excellence

Performance Goals	<ul style="list-style-type: none"> ● Ensure effective resource stewardship in support of the Department’s programs (DM) ● Strategic management of human capital (DM) ● Acquire and manage the technology resources to support program goals (DM)
Change	Goals consolidated into one goal “Identify and effectively manage human and material resources critical to the success of the Department’s strategic goals (DM)”
Justification	DM has consolidated the three previous performance goals into one comprehensive performance goal that better defines how our performance measures help us achieve organizational and management excellence.

Performance Goal	Ensure effective resource stewardship in support of the Department’s programs (DM)
Corresponding Measures	<ul style="list-style-type: none"> ● Clean audit opinion on Department’s consolidated financial statements ● Consolidate Commerce-wide integrated financial management system platforms
Change	Measures consolidated into one measure “Provide accurate and timely financial information and conform to federal standards, laws, and regulations governing accounting and financial management”
Justification	Along with two other goals, this goal was consolidated into one goal, “Identify and effectively manage human and material resources critical to the success of the Department’s strategic goals.” These measures were consolidated into the new measure “Provide accurate and timely financial information and conform to federal standards, laws, and regulations governing accounting and financial management.”
Corresponding Measure	Implement competitive sourcing
Change	Measure reworded as “Effectively use competitive sourcing”
Justification	This performance measure was revised to reflect the progress that had been made with the competitive sourcing initiative.
Corresponding Measure	Funds obligated through performance-based contracting
Change	Measure reworded as “Obligate funds through performance-based contracting”
Justification	Revised wording to state in active tense.
Corresponding Measure	Increase percentage of total obligations awarded as contracts to small businesses
Change	Measure reworded as “Obligate contracts to small businesses”
Justification	Reworded slightly to fit with other measures.
Corresponding Measures	<ul style="list-style-type: none"> ● Small purchases made using credit cards ● Ensure a secure workplace for all Commerce employees ● Ensure a safe workplace for all Commerce employees
Change	Measures discontinued
Justification	These performance measures have been consistently met or exceeded since reporting began. DM will continue to track these indicators, but will no longer include them as performance measures.



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Performance Goal	Strategic management of human capital
Corresponding Measures	<ul style="list-style-type: none"> ● Strategic competencies—ensure competency in leadership and in mission-critical occupations ● Strategic competencies—ensure diverse candidate recruitment ● Efficiency and effectiveness of hiring systems using the Commerce Opportunities On-Line (COOL) System ● Increase the alignment of performance management with mission accomplishment
Change	Measures consolidated into one measure “Acquire and maintain diverse and highly qualified staff in mission critical occupations”
Justification	This new measure reflects a more outcome orientation.

Performance Goal	Acquire and manage the technology resources to support program goals (DM)
Corresponding Measure	Transactions converted to electronic format
Change	Measure discontinued
Justification	This performance measure has been consistently met or exceeded since reporting began. DM will continue to track this indicator, but will no longer include it as a performance measure.
Corresponding Measures	<ul style="list-style-type: none"> ● IT planning and investment review program maturity (on a scale of 0-5) ● IT architecture program maturity (on a scale of 0-5) ● IT security program maturity (on a scale of 0-5) ● Percentage of IT system security plans completed ● Percentage of IT systems certified and accredited ● Percentage of unsuccessful intrusion attempts
Change	Measures consolidated into one measure “Improve the management of information technology”
Justification	Along with two other goals, this goal was consolidated into one goal, “Identify and effectively manage human and material resources critical to the success of the Department’s strategic goals.” These corresponding measures were consolidated into a new performance measure, “Improve the management of information technology” under the new performance goal.

Performance Goal	Promote improvements to Commerce programs and operations by identifying and completing work that (1) promotes integrity, efficiency, and effectiveness; and (2) prevents and detects fraud, waste, and abuse (OIG)
Corresponding Measure	Percentage of Commerce’s management challenges, stakeholder concerns and other critical issues addressed by OIG work products
Change	Measure deleted
Justification	By deleting this measure, OIG can focus on the key few measures that best reflect organizational performance.