**1998-2002**

# STRATEGIC PLAN

**ENERGY INFORMATION ADMINISTRATION**

**SEPTEMBER 1997**

## Message from the Administrator

**E**ver since the Energy Information Administration (EIA) adopted the visionary motto, "On-line and off the shelf, EIA is the the first place to go for the last word in energy information," these simple words have proven to be a guiding force for the agency. This vision will continue to provide EIA with a way to navigate a changing environment in the near future.

One of the expected changes to the environment EIA has to operate in is an increase in the number and importance of debates on energy policy issues, such as climate change and electric restructuring. One of EIA's primary functions is to provide information to decision makers on energy policy issues. During these policy debates on energy issues, EIA's credibility will be the only thing that will tie diverse groups together to reach agreement on an issue. EIA information will be the common language for departure in advocating positions. There will be more demand for an understanding of energy markets as they become more competitive. Energy information will also be more important in international affairs. All of these developments provide excellent opportunities for EIA.

What might cause EIA to be unable to respond with quality products and services? Uncooperative respondents feeling the pressures of more competitive markets may become more protective of their proprietary information and will not want to invest the resources in filing forms. As our visibility increases, our mistakes will become more noticeable, which can lead to a decrease in our credibility. With an aging workforce in a downsizing environment, EIA may also

*One of EIA's primary functions is to provide information to decision-makers on energy policy issues.*

see a brain drain as experienced staff leave without replacements. We must recognize the dangers in these developments and plan to offset them.

In response to these influences and others described later, EIA's four media will be the traditional publications, some of which will become shorter and less important; electronic material, which will replace some of the detail currently in publications; EIA's press releases, which will become more important as a way to leverage the distribution power of the news media; and briefings, both oral and graphical, through which we can add value through distillation and interpretation for our busy, information overloaded customers.

The next five years can be expected to be an era of constrained resources. EIA needs to be more concerned about our priorities. The Analysis Review Board process has helped us in setting our analysis priorities. It also has given us information on what our data and modeling priorities should be. This is essential and will continue. EIA also needs to continue to remove non-value added work. We have done a lot, but we still have a long way to go in mapping our processes to identify opportunities to remove more non-value added work. EIA expects to go through continuous technology shifts that will require new skills. And, EIA will need more expertise with foreign languages.

Finally, we should note that our goal of increasing our visibility in the Department has been achieved to a great extent.

*Jay E. Hakes*
Administrator
Energy Information Administration

# Contents

## EIA is ...

**E**IA is a leader in providing high-quality policy-independent energy information to meet the requirements of Government, industry, and the public in a manner that promotes sound policymaking, efficient markets, and public understanding. EIA has a long history of serving a broad spectrum of customers and being responsive to their needs. EIA's vision is: "On-line or-off-the-shelf, EIA is the first place to go for the last word in energy information."

EIA was established in 1977 as an independent statistical agency within the U.S. Department of Energy and was charged by its enabling legislation with:

- Maintaining a comprehensive data and information program relevant to energy resources and reserves, energy production, energy demand, energy technologies, and related financial and statistical information relevant to the adequacy of energy resources to meet the Nation's demands in the near and longer term future.

- Developing and maintaining analytical tools and data collection and processing systems; providing analyses that are accurate, timely, and objective; and providing information dissemination services.

EIA conducts survey and data collection operations, produces energy analyses and forecasts, publishes data and analysis reports and disseminates energy information by mail, telephone, facsimile, and other electronic media. EIA's major customer groups

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*EIA is an independent statistical organization within the Department of Energy.*

include the Congress, Government, industry, academia, media and the public.

One important legislative aspect regulating EIA's operations is the requirement of independence from the U.S. Department of Energy. The Department's Organization Act states that the EIA Administrator need not seek the review and/or approval of anyone before releasing or publishing any energy data or report. In the legislative history of the Act, Congress indicated a stronger interpretation of independence:

> "Insure the existence of a professional, independent, credible center for energy information gathering and analysis in the Federal Government which would function separately from the portion of the management structure responsible for energy policy formulation and advocacy."

It is now recognized that, although EIA often supports the U.S. Department of Energy with analyses and energy data, EIA neither formulates nor advocates any policy positions.

# The Changing World and The Changing Government

**E**IA expects to operate in an ever chang-ing environment, both in the world as a whole and in the Federal Government, during the next five years. Many of these political, economic, social and technological trends are depicted and their possible im-pacts on EIA are discussed below.

## The Changing World

Traditionally the audience for EIA's work has largely been the Congress, the U.S. De-partment of Energy, other Federal Govern-ment Departments and Agencies, the energy industry and academia. The breadth of to-day's audience has expanded far beyond this to encompass the media, both the trade and general media, and, increasingly, the general public. Due to the explosive growth in the use of the Internet, EIA is able to reach more customers, both in the United States and internationally. In July 1995 EIA's Internet site received just over 1,400 unique users per month. Today that rate is over 40,000 unique users per month! As the energy markets become more competitive, the demand for energy information of all types is expected to increase. EIA expects to see our customer base expand significantly over the next five years. This will require EIA to develop new products and services both to address new customers and to meet the changing needs of present customers.

Just as the users of energy information are undergoing change, so are those who sup-ply EIA with the raw statistical data under-going change. EIA's respondents face

*Major Political Trends That May Affect EIA:*

- *Balanced budget by 2002*

- *Attempts to abolish the De-partment of Energy*

- *Privatization*

- *Government rein-vention/customer service*

- *Government Per-formance and Re-sults Act (GPRA)*

- *FTE allocation.*

*Major Economic Trends That May Affect EIA:*

- *Energy crisis*

- *Possibility of increased price volatility due to lower fuel inventories*

- *Deregulation of electric utilities*

- *Carbon mitigation*

- *Merger of energy companies*

- *Economic stability*

- *Economic growth & emissions.*

significant pressures in today's markets, from the effects of changes in the workplace, from changes in the structure of their industries, and from the rapid pace of technological change. Increasingly, the burden of fulfilling the requirement to file statistical data is more keenly felt, just as the resources available to respondents are more in demand. EIA has long been active in its efforts to reduce the burden imposed upon respondents by data collection. Indeed, EIA's business reengineering efforts, a major strategic initiative, seeks to improve the efficiency of the data collection operations for both respondents and EIA. Pressures of more competitive markets may propel respondents to become more protective of their proprietary information. Protecting this increasingly valuable commodity, while balancing the national need for accurate and timely energy information, will provide significant challenges for EIA and our respondents and also for the whole Federal statistical community. Today's energy markets are also undergoing significant structural changes, primarily to adapt to more competitive environments.

The electric utility industry – one of the largest remaining regulated industries in the United States – is in the process of transition to a competitive market. Traditionally vertically integrated, the industry will in all probability be segmented at least functionally into its three component parts: generation, transmission, and distribution. Issues such as recovery of stranded costs, divestiture of transmission assets, increased mergers, renewable energy incentives, energy efficiency investments, reliability, and the timing of retail competition are critical due to the degree of importance electricity holds for this country's economic and social well-being. The proposals and issues are being

addressed in Federal and State legislation and are being debated in State regulatory hearings. Legislative proposals on electric power restructuring have been introduced into the U.S. House of Representatives and the U.S. Senate.

By the year 2002, climate-change issues will constitute a much larger part of EIA's portfolio of energy issues than they do now. By that time, the Nation may need to make a large number of major economic decisions, entailing major capital investment, to mitigate the environmental impacts of emissions associated with global climate change. Participants in the debates surrounding this issue will be presenting arguments likely to be perceived as "tainted" by their advocacy interests. Consequently, EIA is likely to be looked to as an important source for objective, credible energy information. EIA information will be the common language for departure in advocating positions. EIA's key strengths in addressing these issues will be our objectivity and our comprehensiveness.

Energy markets are increasingly more global in scope. Interest in international markets and U.S. interactions with the international markets is increasing. So, too, is the demand for information on the energy markets in specific countries.

While all of these trends represent significant changes, one continuing trend will have significant impact on EIA's operations and our service to the Nation through 2002. The continuing interest in and awareness of the need for energy security and the sensitivity to fluctuations in the oil prices will require EIA to maintain its program for

*Major Technological Trends That May Affect EIA:*

- *Rapid change in information technology*

- *Rate of technology-induced changes*

- *Centralization vs. decentralization*

- *Change vs. resource availability*

- *Training*

- *Transition from pull to push technology*

- *Virtual communities*

- *Automation-productivity enhancement.*

*Major Social Trends That May Affect EIA:*

- *Workplace issues of telecommuting, diversity and downsizing*

- *Retail energy choices/competition*

- *Role in customer/consumer education*

- *Terrorism*

- *Technology-induced social change.*

monitoring and collecting timely and accurate statistical information and analyses on oil production, supply, reserves, distribution and marketing.

The era of big government is over. In the last few years, the Administration and the Congress have enacted laws and policies to reform management throughout the government. First among these is the Government Performance and Results Act of 1993, which requires agencies to develop strategic plans and annual performance plans, and to report results beginning with the FY 1999 budget cycle.

Other laws, like the Chief Financial Officers Act of 1990, Government Management Reform Act of 1994, Federal Acquisition Streamlining Act of 1994, and the Information Technology Management Reform Act of 1996, call for similar activities, products, and reports. In addition to this legislation, the President and Vice President initiated the National Performance Review to reinvent government by focusing on results, service quality, and customer satisfaction.

Perhaps one of the biggest challenges we face is the current commitment to reducing the federal budget deficit, which means we must fulfill our missions and deliver more results with less money. This requires a strategy for adopting the best management and human resources practices in the public and/or private sector: total quality management, defect prevention, diversity, and customer responsiveness.

## The Changing EIA

In order to thrive in this sort of changing and demanding environment, EIA initiated a program of actions designed to insure that we continue to become a more customer-driven organization, continue to become a more performance-driven organization, and seek continuous improvement in the way we conduct our core business processes.

### Continue to Become a More Customer-driven Organization

This means we must monitor and adapt to complex trends and salient hot topics in our domain of interest – energy. We must be prepared and able to serve our customers in different ways than we have in the past. This not only includes leveraging the use of information technology for electronic dissemination, but also considering entirely new types of products and services. The recent success of briefings suggests we may play a greater role in educating and enlightening our customers as well as informing them. Finally, to be customer-driven means we are committed to making decisions about product and service priorities on this basis. Being customer-driven matters because it ensures that we remain relevant in an environment of shrinking resources and higher expectations for performance. We would like our customers to think immediately of calling or writing EIA, or checking EIA's Internet site to get their energy questions answered.

### Continue To Become a More Performance-driven Organization

Good performance measures are a very valuable addition to our information arsenal. They help us summarize and demonstrate progress to the outside world. They

*Being customer-driven matters because it ensures that we remain relevant.*

*We will regularly review measures though the Performance Measures Committee, which will rigorously scrutinize them for suitability and reliability.*

also help us better understand ourselves. Measuring performance is essential to continuous improvement of our operations and, therefore, to our ongoing effort to be as efficient and effective as possible. In the absence of measures, we are often left with anecdotes that may not accurately reflect the general situation, or even if true may not be credible. Performance measures will be used as a support to our mutual efforts to achieve continuous improvement and better customer service.

Many important goals are difficult to measure. As a result, we will measure what we can and take care not to allow our focus to be determined only by measurability. Decisions will be informed by trend data from performance measures, but will include qualitative information as well.

Some goals may constitute stretch targets, and results short of these goals may represent substantial progress. Achieving goals on outcomes measures, such as the usage of EIA products, is not solely under the control of EIA. We will, however, develop strategies that increase the likelihood of such results. Corporate strategies will be needed to achieve many of the goals, but in other cases initiatives will be needed throughout the organization to develop strategies on a more decentralized basis.

We will evolve from measurement tools that may be fairly crude in the early years to more sophisticated ones, as we increase our experience with performance measures. We will regularly review measures though the Performance Measures Committee, which will rigorously scrutinize them for suitability and reliability.

### Reengineering Our Systems

In April 1995, EIA embarked on a program to identify ways of achieving efficiencies in the way it conducts its core business processes.  The EIA Business Reengineering Approach is a strategic attempt to capitalize on the agency's strengths while positioning it for the future.

Key facets of the business reengineering approach EIA is using are: EIA will know its customers' needs and tailor products to the evolving needs of its customers;  EIA will implement uniform approaches through consolidated planning, standard setting, and decision-making for technology, data collection and processing, dissemination, and product production systems; and EIA's staff will continually enhance their skills and expertise.

*The EIA Business Reengineering Approach is a strategic attempt to capitalize on the agency's strengths while positioning it for the future.*

# EIA's Mission, Vision and Guiding Principles

*EIA is a unified team committed to excellence and customer satisfaction.*

EIA initially developed its mission, vision and guiding principles in 1994. With only minor revisions, during the intervening years they have provided EIA with a way of navigating through a changing environment. In this strategic plan EIA continues to use these well tested guideposts.

## EIA's Mission

EIA is a leader in providing high quality, policy-independent energy information to meet the requirements of Government, industry, and the public in a manner that promotes sound policymaking, efficient markets, and public understanding.

## EIA's Vision

On-line or off-the-shelf, EIA is the first place to go for the last word in energy information.

## EIA's Guiding Principles

- EIA is a unified team committed to excellence and customer satisfaction.

- EIA leaders recognize employees' potential and together create a workplace where teamwork and innovation are encouraged, supported, and realized.

- Everyone in EIA develops their technical and analytical capabilities to keep abreast of new technologies and changes. This enables our employees to reach their full potential and enables us to rely more on our in-house capabilities.

- EIA expands its customer base and becomes nationally and internationally recognized as the premier source of energy information.

- EIA reengineers and standardizes core business systems.

- EIA improves productivity and supports the delivery of customer-oriented products and services.

- The EIA Strategic Plan is a road map for EIA decisions and is used as the basis for alignment of human and financial resources.

- EIA works in partnership with the National Treasury Employees Union to accomplish our mission and reach our vision.

*EIA's Strategic Plan is a road map for EIA decisions.*

# EIA's Strategic Goals, Objectives and Performance Measures

## Preamble

EIA has developed a set of strategic goals and objectives to address the challenges and opportunities it faces over the next five years. Major challenges include the agency's expectation that this will be a prolonged period of tight budgets throughout the federal government. Major opportunities include the agency's intention to proceed with a business reengineering plan that will maintain and improve the agency's effectiveness and efficiency, in the face of these budgetary constraints. (These goals are listed in the sidebar on this page.)

Two themes have guided the development of these strategic goals and objectives: the vision of EIA becoming an organization that is (a) increasingly customer-focused and (b) increasingly performance-driven. These complementary themes reflect EIA's strong support for the basic principles underlying the Administration's Reinventing Government Initiative and the Congress's recently-enacted Government Performance and Results Act. They are also fully consistent with EIA's long-standing commitment to providing high-quality, policy-independent information to meet the requirements of government, industry, and the public in a manner that promotes sound policymaking, efficient markets, and public understanding.

EIA is also committed to developing and using EIA's Federal staff to the maximum extent practicable to meet these strategic goals and objectives, while making prudent use of the skills of EIA contractors to supplement the work of agency employees in a cost-effective manner. EIA's Strategic Goals and

Objectives are intended to foster such a workplace environment — allowing all EIA employees to grow toward their full potential, while enabling the organization to rely more fully on its in-house capabilities. In this spirit, EIA's commitment to become increasingly customer-focused includes a commitment to become more mutually supportive and to improve cross-office collaboration.

The Strategic Plan for EIA goes beyond the general goals and specific objectives of earlier plans by identifying measures to track progress on goals. Even if measures were not required by law, we would use them to help us improve as an organization, because of the regular feedback on how we're doing on the things we care about. EIA's Performance Measures Committee has been working for over a year to develop measures that make sense.

Good performance measures can be a very valuable addition to our information arsenal. They help us summarize and demonstrate progress to the outside world. They also help us better understand ourselves. In the absence of measures, we are often left with anecdotes that may not accurately reflect the general situation, or even if true may not be credible.

Because the emphasis on performance measures is new – not just at EIA but throughout the government – and because such measures are subject to misunderstanding and even abuse, the Strategic Planning Group has agreed to the set of principles on the selection and use of performance measures shown on the next page.

*In the absence of measures, we are often left with anecdotes that may not accurately reflect the situation, or even if true may not be credible.*

*Performance measures will not be used to play "gotcha" but to support mutual efforts for continuous improvement and better service.*

### EIA's Principles for the Selection and Use of Performance Measures

- Performance measures will not be used to play "gotcha," but as a support to our mutual efforts to achieve continuous improvement and better customer service.

- We realize that many important goals are difficult to measure.  As a result, we will measure what we can  and take care not to allow focus to be determined only by measurability.

- Decisions will be informed by trend data from performance measures, but will include qualitative information as well.

- We will evolve from measurement tools that may be fairly crude in the early years to more sophisticated ones, as we increase our experience with performance measures.

- We will regularly review measures through EIA's Performance Measures Committee, which will rigorously scrutinize them for suitability and reliability.

- Some goals may constitute stretch targets, and results short of these goals may represent substantial progress.

- Achieving goals on outcomes measures, such as the usage of EIA products, is not solely under the control of EIA. We will, however, develop strategies that increase the likelihood of such results.

- Corporate strategies will be needed to achieve many of the goals, but in other cases initiatives will be needed throughout the organization to develop strategies on a more decentralized basis.

EIA's strategic goals and the objectives we are striving towards to accomplish these goals are presented on the following pages. Additionally we have included those measures we are using to form the basis for assessing EIA's progress towards achieving these goals and objectives.

*Corporate strategies will be needed to achieve many of the goals.*

***Strategic Goal 1.  We will work together to achieve the full potential of a diverse workforce.***

**Objective 1.1.**  EIA teams will acquire and use effective team-building skills in carrying out team-related work by 2000.

- Measure 1.1.1.  Combined score on the organizational climate survey questions related to teamwork.  (See p. 28, Questions 6, 14-18, and 32)

- Measure 1.1.2.  The number of multi-office analysis proposals and the number of multi-office funded projects.

**Objective 1.2.**  EIA will support its employees in acquiring the training necessary for them to do their jobs well between 1998 and 2000.

- Measure 1.2.1.  Combined score on the organizational climate survey questions related to training.  (See p. 29, Questions 37-41)

- Measure 1.2.2.  The number of internal seminars and courses sponsored by either EIA's Information Technology Group (ITG), Statistics and Methodology Group (SMG) or the Energy Industry Study Program (EISP) and the sum total of attendees at these seminars and courses.

- Measure 1.2.3.  Percent of employees attending at least one course requiring the use of training funds.

- Measure 1.2.4. A qualitative assessment of the percent of Federal

employees that have completed or have the skills related to the EIA recommended core competencies.

**Objective 1.3.** EIA will have highly qualified staff in permanent senior positions in each of its primary workforce disciplines by 2002.

• Measure 1.3.1. A qualitative discussion of EIA's actions and the associated results.

**Objective 1.4.** EIA will increase the representation of qualified minorities and women in senior positions (both technical and management) between 1998 and 2002.

• Measure 1.4.1. Progress in achieving this objective will be measured in the annual EIA Equal Employment Opportunity Report.

**Objective 1.5.** EIA will employ systematic workforce planning techniques by 1999 to guide its staff and managers in achieving its human resource objectives.

• Measure 1.5.1. A qualitative discussion of EIA's actions and the associated results.

***Strategic Goal 2.  EIA will assure its data, analyses and forecasts are of the highest quality.***

**Objective 2.1.**  EIA will improve customer satisfaction with the accuracy of its data and analyses between 1998 and 2002.

- Measure 2.1.1.  Increase the share of customers who are very satisfied (the highest rating on a scale of five) with the accuracy of EIA information from the 1995 base of 51 percent to a 2002 goal of 60 percent.

- Measure 2.1.2.  Maintain the 1997 base of 95 percent of customers who are either satisfied or very satisfied (the highest two ratings on a scale of five) with the accuracy of EIA information.

**Objective 2.2.**  Data accuracy will remain stable, or improve over time, as EIA improves the timeliness of its data and analysis products between 1998 and 2002.

- Measure 2.2.1.  Data accuracy will be measured at the survey level, with up to five elements per survey, by percent sampling error, percent non-sampling error, revision error rates.

**Objective 2.3.**  Forecast credibility will remain stable, or improve over time, as EIA improves the timeliness of its products between 1998 and 2002.

- Measure 2.3.1.  Compare the percent difference between actual and forecast for 10 key values for EIA short-term models.

- Measure 2.3.2.  Conduct a comparison of domestic mid-term model forecasts of key variables with historical data and prepare a qualitative discussion of factors that led to differences.

- Measure 2.3.3.  Conduct a comparison of international mid-term forecasts of total world energy consumption and world consumption by fuel with historical data in 5-year increments beginning with the availability of 1995 international data and prepare a qualitative discussion of factors that led to differences.

*Strategic Goal 2. EIA will assure its data, analyses and forecasts are of the highest quality.*

***Strategic Goal 3. EIA will assure its products and services are relevant to the needs of its customers.***

**Objective 3.1.** EIA will improve customer satisfaction with relevance between 1998 and 2002.

- Measure 3.1.1. Increase the share of customers who are very satisfied (the highest rating on a scale of five) with the relevance of EIA information from the 1995 base of 60 percent to a 2002 goal of 70 percent.

- Measure 3.1.2. Maintain the 1997 base of 99 percent of customers who are satisfied or very satisfied (the highest two ratings on a scale of five) with the relevance of EIA information.

**Objective 3.2.** EIA will increase the number of citations of energy information attributed to EIA in the news media between 1998 and 2002.

- Measure 3.2.1. Increase citations in the overall print media (newspapers, newsletters, magazines, trade journals, and news services) by an average of 10 percent per year.

- Measure 3.2.2. Increase citations in major newspapers (*New York Times, The Los Angeles Times, Wall Street Journal, The Washington Post*, and *USA Today*) by an average of 10 percent per year.

- Measure 3.2.3. Increase citations on television and radio broadcasts by an average of 10 percent per year.

**Objective 3.3.** EIA will increase its cus-
tomer base between 1998 and 2002.

- Measure 3.3.1. Increase the number
  of unique daily users of EIA's
  Internet site by an average of 25
  percent per year.

- Measure 3.3.2. Increase the
  downloads of the electronic file
  versions by an average of 25 percent
  per year.

- Measure 3.3.3. Increase the number
  of Energy InfoDiscs sold by an
  average of 5 percent per year.

- Measure 3.3.4. Achieve an annual
  subscription renewal rate for the
  Energy InfoDisc of an average of 50
  percent by the year 2002.

- Measure 3.3.5. Select, corporately,
  one or more customer segments each
  year and attempt to increase the
  number of users in those segments by
  at least 25 percent.

- Measure 3.3.6. Increase the number
  of briefings given to senior executives
  and Congressional policy makers by
  an average of at least 20 percent per
  year.

**Objective 3.4.** EIA will improve the design
and delivery of EIA products and services
between 1998 and 2002 to take full advan-
tage of electronic dissemination of energy
information to our customers.

- Measure 3.4.1. Annually conduct
  customer surveys, customer
  discussion groups, and Internet
  response analyses and provide a

*Strategic Goal 3.
EIA will assure its
products and serv-
ices are relevant to
the needs of its
customers.*

*Strategic Goal 3. EIA will assure its products and services are relevant to the needs of its customers.*

qualitative discussion of EIA's actions and the associated results.

• Measure 3.4.2. Provide a qualitative discussion of EIA's actions to reduce the number and size of paper publications and the redesign of the remaining paper publications and the results of these actions.

**Objective 3.5.** Each EIA office will eliminate its least relevant energy information products and services and reallocate the resources to emerging energy issues and enhanced product delivery between 1998 and 2002.

• Measure 3.5.1. This objective will be measured at the office level and be presented as a qualitative discussion of EIA's actions and the associated results.

***Strategic Goal 4. EIA will provide its customers with fast and easy access to public energy information.***

**Objective 4.1.** EIA will improve customer satisfaction with overall service between 1998 and 2002.

- Measure 4.1.1. Increase the share of customers who are very satisfied (the highest rating on a scale of five) with overall service from the 1995 base of 68 percent to a 2002 goal of 80 percent.

- Measure 4.1.2. Maintain the 1997 base of 99 percent of customers who are either satisfied or very satisfied (the highest two ratings on a scale of five) with overall service.

**Objective 4.2.** EIA will improve customer satisfaction with timeliness between 1998 and 2002.

- Measure 4.2.1. Increase the share of customers who are very satisfied (the highest rating on a scale of five) with timeliness from the 1995 base of 32 percent to a 2002 goal of 50 percent.

- Measure 4.2.2. Increase the share of customers who are either satisfied or very satisfied (the highest two ratings on a scale of five) with timeliness from the 1995 base of 73 percent to a 2002 goal of 80 percent.

*Strategic Goal 4. EIA will provide its customers with fast and easy access to public energy information.*

**Objective 4.3.** EIA will improve customer satisfaction with ease of access between 1998 and 2002.

- Measure 4.3.1. Increase the share of customers who are very satisfied (the highest rating on a scale of five) with ease of access (availability of EIA information products) from the 1995 base of 64 percent to a 2002 goal of 70 percent.

- Measure 4.3.2. Maintain the 1997 base of 92 percent of customers who are either satisfied or very satisfied (the highest two ratings on a scale of five) with ease of access (availability of EIA information products).

**Objective 4.4.** EIA will improve the timeliness of its products between 1998 and 2002.

- Measure 4.4.1. The median for electronic release of data from EIA annual publications will be 165 days after the close of the reference period. The median for release of printed EIA annual publications will be 180 days after the close of the reference period.

- Measure 4.4.2. The median for electronic release of data from EIA quarterly publications will be 75 days after the close of the reference period. The median for release of printed EIA quarterly publications will be 90 days after the close of the reference period.

- Measure 4.4.3.  The median for electronic release of data from EIA monthly publications will be 20 days after the close of the reference period. The median for release of printed EIA monthly publications will be 30 days after the close of the reference period.

*Strategic Goal 4. EIA will provide its customers with fast and easy access to public energy information.*

***Strategic Goal 5. As a performance-driven organization, we will conduct our business in an efficient and cost-effective manner.***

**Objective 5.1.** All new and revised EIA data, model, analysis, information technology, and management systems will have quality performance measures built into their designs.

- Measure 5.1.1. This objective will be measured by a qualitative narrative report on implementation actions taken by each office. The quality performance measures include, but are not limited to, edit checks, imputation flags, cost per unit, follow-up attempt records and peer reviews. These measures will be used as a basis for ongoing improvements.

**Objective 5.2.** EIA offices will sustain or improve their level of service between 1998 and 2002 without budget adjustments for the rates of inflation experienced in recent years.

- Measure 5.2.1. This objective will be measured by a qualitative narrative report by each office. Budgets will not be given any upward adjustments to account for inflation.

- Measure 5.2.2. Combined score on the organizational climate survey questions related to innovation and change. (See p. 30, Questions 19-22)

**Objective 5.3.** Senior Executive Service and full supervisors will be responsible for measurable accomplishments in support of EIA's Strategic Plan beginning in 1998.

• Measure 5.3.1. The basis for annual performance awards will include measurable accomplishments in support of the Strategic Plan and be presented as a qualitative discussion of EIA's actions and the associated results.

**Objective 5.4.** EIA will use performance measures to evaluate progress throughout the organization beginning in 1998.

• Measure 5.4.1. Each EIA Office will have established performance measures that are consistent with EIA's performance measures and be presented as a qualitative discussion of EIA's actions and the associated results.

**Objective 5.5.** EIA will make intelligent use of technology, including use of off-the-shelf software wherever practicable, to provide better service at lower cost.

• Measure 5.5.1. The Information Technology Group will monitor EIA's actions to implement this objective and provide a qualitative discussion of the results.

*Strategic Goal 5. As a performance-driven organization, we will conduct our business in an efficient and cost-effective manner.*

# EIA Culture Climate Survey
# Questions Relating to Teamwork

(Based on Organizational Climate at Federal Statistical Agencies Survey, conducted for Federal statistical agencies by the Joint Program in Survey Methodology and the Survey Research Center, Spring 1997.)

6. Employees regularly share job-related information with each other.

[ ]  a)  STRONGLY DISAGREE
[ ]  b)  DISAGREE
[ ]  c)  NEUTRAL
[ ]  d)  AGREE
[ ]  e)  STRONGLY AGREE
[ ]  f)  DON'T KNOW

14. A spirit of cooperation and teamwork exists in the agency.

[ ]  a)  STRONGLY DISAGREE
[ ]  b)  DISAGREE
[ ]  c)  NEUTRAL
[ ]  d)  AGREE
[ ]  e)  STRONGLY AGREE
[ ]  f)  DON'T KNOW

15. Employees have little say about what assignments they receive.

[ ]  a)  STRONGLY DISAGREE
[ ]  b)  DISAGREE
[ ]  c)  NEUTRAL
[ ]  d)  AGREE
[ ]  e)  STRONGLY AGREE
[ ]  f)  DON'T KNOW

16. Opinions are considered on their merit regardless of the employee's rank.

[ ]  a)  STRONGLY DISAGREE
[ ]  b)  DISAGREE
[ ]  c)  NEUTRAL
[ ]  d)  AGREE

[ ]  e)  STRONGLY AGREE
[ ]  f)  DON'T KNOW

17. Employees have a sense of ownership in their work.

[ ]  a)  STRONGLY DISAGREE
[ ]  b)  DISAGREE
[ ]  c)  NEUTRAL
[ ]  d)  AGREE
[ ]  e)  STRONGLY AGREE
[ ]  f)  DON'T KNOW

18. Work is distributed fairly among employees.

[ ]  a)  STRONGLY DISAGREE
[ ]  b)  DISAGREE
[ ]  c)  NEUTRAL
[ ]  d)  AGREE
[ ]  e)  STRONGLY AGREE
[ ]  f)  DON'T KNOW

32. Internal customers often do not receive good service from other agency staff.

[ ]  a)  STRONGLY DISAGREE
[ ]  b)  DISAGREE
[ ]  c)  NEUTRAL
[ ]  d)  AGREE
[ ]  e)  STRONGLY AGREE
[ ]  f)  DON'T KNOW

# EIA Culture Climate Survey Questions
# Relating to Training

(Based on Organizational Climate at Federal Statistical Agencies Survey, conducted for Federal statistical agencies by the Joint Program in Survey Methodology and the Survey Research Center, Spring 1997.)

37. Employees receive the training necessary to do their jobs.

[ ]  a)  STRONGLY DISAGREE
[ ]  b)  DISAGREE
[ ]  c)  NEUTRAL
[ ]  d)  AGREE
[ ]  e)  STRONGLY AGREE
[ ]  f)  DON'T KNOW

38. Employees receive necessary training about new technologies.

[ ]  a)  STRONGLY DISAGREE
[ ]  b)  DISAGREE
[ ]  c)  NEUTRAL
[ ]  d)  AGREE
[ ]  e)  STRONGLY AGREE
[ ]  f)  DON'T KNOW

39. Training opportunities are unfairly allocated across employees or work units.

[ ]  a)  STRONGLY DISAGREE
[ ]  b)  DISAGREE
[ ]  c)  NEUTRAL
[ ]  d)  AGREE
[ ]  e)  STRONGLY AGREE
[ ]  f)  DON'T KNOW

40. Supervisors/team leaders support employee efforts to learn outside the job (e.g., conferences, continuing education, membership in trade or professional organizations).

[ ]  a)  STRONGLY DISAGREE
[ ]  b)  DISAGREE
[ ]  c)  NEUTRAL
[ ]  d)  AGREE
[ ]  e)  STRONGLY AGREE
[ ]  f)  DON'T KNOW

41. High priority is given to providing appropriate training.

[ ]  a)  STRONGLY DISAGREE
[ ]  b)  DISAGREE
[ ]  c)  NEUTRAL
[ ]  d)  AGREE
[ ]  e)  STRONGLY AGREE
[ ]  f)  DON'T KNOW

## EIA Culture Climate Survey Questions
## Relating to Innovation and Change

(Based on Organizational Climate at Federal Statistical Agencies Survey, conducted for Federal statistical agencies by the Joint Program in Survey Methodology and the Survey Research Center, Spring 1997.)

19.  Creativity and innovation are valued.

  [ ]  a)  STRONGLY DISAGREE
  [ ]  b)  DISAGREE
  [ ]  c)  NEUTRAL
  [ ]  d)  AGREE
  [ ]  e)  STRONGLY AGREE
  [ ]  f)  DON'T KNOW

20.  Supervisors/team leaders are open to new ways of doing things.

  [ ]  a)  STRONGLY DISAGREE
  [ ]  b)  DISAGREE
  [ ]  c)  NEUTRAL
  [ ]  d)  AGREE
  [ ]  e)  STRONGLY AGREE
  [ ]  f)  DON'T KNOW

21.  Employees are encouraged to try new ways of doing things, even when there is some risk of failure.

  [ ]  a)  STRONGLY DISAGREE
  [ ]  b)  DISAGREE
  [ ]  c)  NEUTRAL
  [ ]  d)  AGREE
  [ ]  e)  STRONGLY AGREE
  [ ]  f)  DON'T KNOW

22.  It is difficult to get things changed in the agency.

  [ ]  a)  STRONGLY DISAGREE
  [ ]  b)  DISAGREE
  [ ]  c)  NEUTRAL
  [ ]  d)  AGREE
  [ ]  e)  STRONGLY AGREE
  [ ]  f)  DON'T KNOW