

# **EIA Strategic Plan 2004 – 2008**

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**Energy Information Administration  
U.S. Department of Energy  
Washington, DC**

# EIA Strategic Plan 2004 – 2008

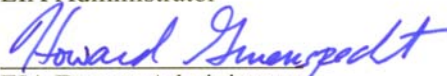
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## EIA Senior Staff Endorsement

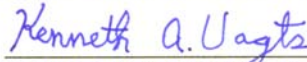
We, the undersigned, endorse the EIA Strategic Plan 2004-2008 and pledge to support its goals and strategies.



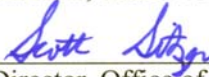
EIA Administrator



EIA Deputy Administrator



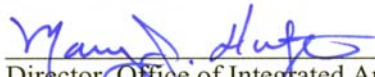
Director, Office of Oil and Gas



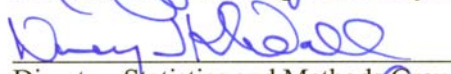
Director, Office of Coal, Nuclear, Electric and Alternate Fuels



Director, Office of Energy Markets and End Use



Director, Office of Integrated Analysis and Forecasting



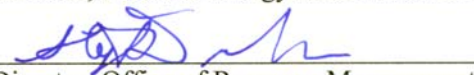
Director, Statistics and Methods Group



Director, Office of Information Technology



Director, National Energy Information Center



Director, Office of Resource Management

Signed on March 4, 2004 in the Office of the EIA Administrator, Washington, DC

# EIA Strategic Plan 2004 – 2008

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## **EIA's Mission**

To provide 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 Mandate**

Established in 1977 as the independent Federal statistical agency within the Department of Energy, EIA's enabling legislation mandated that it maintain a comprehensive information collection, analysis and dissemination program covering energy resources, reserves, production, demand, related financial information and energy technologies. In carrying out its legislative mandate, 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, Internet and other electronic media. EIA's major customer groups include the Congress, Government, industry, academia, financial institutions, media and the public.

EIA's legislation requires the agency to be independent of DOE. DOE's Organization Act states that the EIA Administrator need not seek the review or approval of anyone before releasing energy data or reports. While EIA often provides DOE, other Federal agencies and the Congress with energy data, analyses and forecasts, EIA neither formulates nor advocates any policy positions.

## **EIA's Operating Environment**

EIA's operating environment has changed substantially over the last decade.

- The US energy industry and its regulatory environment have changed in fundamental ways, necessitating major changes to EIA information collection, analysis and forecasting systems.
- EIA's visibility, customer base and product mix have grown dramatically (largely due to the Internet and increased media exposure). This has increased to unprecedented levels the demand for - and scrutiny of - EIA products and services.
- EIA's inflation-adjusted funding levels have been flat or declining, and many experienced employees have or are planning to retire in the near future. While information technology advances have fostered some needed improvements in operational efficiency, substantial investment has been and will continue to be required to take advantage of them.
- Federal management initiatives are mandating tighter financial management, closer linkages between budgets and performance, and competitive sourcing, requiring additional resources for management processes and systems.

All of these realities require EIA to work harder and smarter, just to maintain historic levels of product quality.

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## **EIA's Strategic Goals**

EIA carries out a critical component of the Department of Energy (DOE) Strategic Plan (<http://strategicplan.doe.gov/>). DOE's Goal 2 is "to protect our national and economic security by promoting a diverse supply and delivery of reliable, affordable, and environmentally sound energy." EIA's contributes to this goal by providing reliable and timely energy information necessary for sound energy policymaking, efficient energy markets and public understanding, which drive the supply and delivery of reliable, affordable and environmentally sound energy currently and in the future.

In order to carry out its mission over the next five years in a demanding operating environment, EIA has established four strategic goals:

1. EIA's information program will be relevant, reliable and consistent with changing energy markets and EIA's information products will retain or improve their high quality and timeliness.
2. EIA's resource base will be sufficient to accomplish all core elements of its mission.
3. EIA will have effective leadership and management, and EIA staff will be highly motivated and productive.
4. EIA will become more efficient in conducting its core business of information collection, processing and dissemination.

This document outlines the strategies to accomplish these goals and measure results. An accompanying document, [EIA Strategic Plan 2004-2008 Action Plan](#), details how the strategies will be implemented. On March 4, 2004, EIA's Administrator, Deputy Administrator and Office Directors signed a hard-copy version of this Strategic Plan as a pledge of their support for it.

### ***Goal #1: EIA's information program will be relevant, reliable and consistent with changing industry markets and EIA's information products will retain or improve their high quality and timeliness.***

Quality is an integral part of EIA's information products, and maintaining quality is one of EIA's top priorities. Because the basic structure of certain energy sectors (e.g., electric power marketing, natural gas marketing) changed dramatically during the last decade, some EIA survey programs need to be revamped to capture comprehensive energy statistics. Also, during the last five to ten years resource constraints forced some survey quality maintenance activities to be deferred - such as yearly updating of survey frames (lists of potential respondents) to account for corporate entries and exits from an industry. EIA's primary focus for the foreseeable future is to ensure that data quality is maintained at historic high levels across all surveys and that all its information products are considered to be accurate, reliable and timely. EIA's strategy to keep product quality high has three elements:

- EIA will increase its use of performance measures over the next five years. EIA will gather and use performance results more systematically in management decisions impacting product quality.
- EIA will use a systematic agency-wide process to review all EIA on-going and proposed work activities, retaining and improving the quality of those products and services most desired by its

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customers. If funding levels are less than requested, EIA will consider phasing out some products to maintain overall quality.

- EIA will involve customers and stakeholders more systematically in its corporate planning and product quality review activities.

The performance measures and near-term targets for Goal 1 are shown in Table 1.

### ***Goal #2: EIA's resource base will be sufficient to accomplish all core elements of its mission.***

Because of inflation, EIA's essentially flat year-to-year budget has less effective buying power each year (i.e., it supports fewer staff and purchases less goods and services each year.) EIA will continue to seek new ways to increase productivity and manage its funds more efficiently. The agency will incorporate more performance information and customer feedback in its budget requests with the aim of securing more adequate funding to accomplish its mission.

### ***Goal #3: EIA will have effective leadership and management, and EIA staff will be highly motivated and productive.***

The quality of EIA work is directly attributable to the quality of its people, both management and staff. In order to attract and retain a highly dedicated and professional workforce during a time when many experienced employees will be retiring, EIA will implement strategies aimed at supporting employee training, leader development, and improvements to the quality of work life. EIA will work cooperatively with the National Treasury Employees Union in implementing these strategies. EIA has conducted organizational assessment surveys (employee opinions) every two years or so since 1994 and will continue to use this tool to measure the success of its human capital and workplace strategies. Traditional questions address topics such as compensation, work content, job satisfaction, relationships with supervisors, recognition, and training. The goal is for employees to want to stay and grow with EIA.

### ***Goal #4: EIA will become more efficient in conducting its core business of information collection, processing and dissemination.***

Most EIA information collection, processing and dissemination business processes and systems have been developed by or for a particular Program Office, without an EIA-wide perspective. While most have worked acceptably within an Office, EIA recognizes the inherent loss in efficiency associated with maintaining a multiplicity of systems and processes. The loss in efficiency is not just due to increased development and maintenance costs, but it also may come from suboptimal performance due to lack of sharing of best practices among Offices.

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**Table 1. Output Performance Measures and Targets**

Goal Elements	Performance Measures	Baseline	2005 Target
Relevancy and Reliability of EIA Information Program	Number of information products <sup>1</sup> requested by high-level energy policymakers per year (3-year average)	82 (average for 2000-2002)	Maintain 2000-2002 average
	Percent of key EIA survey frames with sufficient industry coverage to produce reliable supply, demand and price statistics	This is a new measure. Definitions and a baseline value will be established for 2004 and targets will be set for 2005 and beyond.	
	Percent of outside experts rating EIA's analysis and forecasting program as relevant and reliable; consistent with changing industry markets; and the quality of EIA's analysis and forecasting products high	This is a new measure. Definitions and a baseline value will be established for 2004 and targets will be set for 2005 and beyond.	
Quality of EIA Information Products	Percent of EIA surveys meeting quality targets	This is a new measure. Definitions and a baseline value will be established for 2004 and targets will be set for 2005 and beyond.	
	Percent of customers satisfied or very satisfied with quality of EIA information	> 90% (2002)	> 90%
Timeliness of EIA Information Products	Percent of selected EIA recurring products meeting their release date targets (all product types)	This is a new measure. Definitions and a baseline value will be established for 2004 and targets will be set for 2005 and beyond.	
Customer and Stakeholder Involvement in EIA Planning and Product Reviews	List of formal customer/stakeholder events conducted annually by EIA programs	2004 List	Better coverage of specific customer groups by a larger number of EIA programs

<sup>1</sup> Includes briefings, presentations, testimony input and service reports

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EIA's strategy to improve efficiency has two elements:

- **Seek Commonality:** EIA will evaluate opportunities for increased commonality in business processes and systems associated with survey frames, respondent data collection, data processing, aggregation, dissemination, storage and quality control.
- **Share Best Practices:** EIA will identify and share best practices across the organization. This will be accomplished by establishing cross-Office teams whose purpose would be to evaluate existing processes across Offices, select those for EIA-wide implementation, and develop workable plans to implement them throughout the organization. The teams will operate under the aegis of the Goal 4 Subcommittee, comprised of the Directors of OOG, CNEAF, SMG, NEIC, and OIT.

To measure progress, EIA will use performance measures for efficiency and commonality. The efficiency measures could be based on product timeliness, quality and cost, with goals to either improve product timeliness and/or quality at no additional cost, or to maintain product timeliness and/or quality at reduced cost. The commonality measure could be based on the percent of specified EIA core business processes that are implemented using common systems and processes across Offices.