

How We Performed in FY 2005

Focused on results, our FY 2003-2008 Government Performance and Results Act (GPRA) Strategic Plan measures outcomes (i.e., how we are making a difference in the world), instead of only outputs (i.e., our products and deliverables). The strategic plan emphasizes accountability. It is organized into four areas of Interior mission responsibility:

- Resource Protection
- Resource Use
- Recreation
- Serving Communities

A fifth area, Management Excellence, which we refer to as a strategic goal rather than a mission area, provides the enabling framework within which we carry out our mission responsibilities using improved business processes, practices, and tools and a highly trained, skilled workforce. We use science and partnerships with others to augment our resources and the decision-making processes we use to carry out these responsibilities.

Each Strategic Plan Mission and each Management Excellence initiative has its own strategic goal, supported by several related end-outcome goals, i.e., the desired results. Those end-outcome goals capture a collection of related programs and services administered by one or more of the Department's bureaus and offices. Each goal is supported by a series of intermediate outcome goals and performance measures. This PAR documents our performance against each of these measures. It also shows how the Department is integrating its performance and financial information to help in assessing the effectiveness of its programs. In FY 2005, we began documenting costs related to our performance measures as part of our budget submission process. Our present financial accounting system allows us to evaluate expenditures for work activities, using established Activity-Based Costing Management tools, against the appropriate related Strategic Plan end outcome goals.

TABLE 1-1

Interior's FY 2005 Performance Measure Scorecard						
GPR Program Activity	Number of Measures	Met Goal	Did Not Meet Goal	Preliminary Data	No Report	Percent Exceeding or Meeting Goal
Resource Protection	48	36	5	5	2	75%
Resource Use	40	31	5	1	3	78%
Recreation	15	12	0	1	2	80%
Serving Communities	85	49	13	9	14	58%
Management Excellence	26	19	5	2	0	73%
Total	214	147	28	18	21	69%

The Department of the Interior uses data validation and verification (V&V) criteria to ensure that information is properly collected, recorded, processed, and aggregated for reporting and use by decision-makers. More information about our data V&V process and our definitions of the types of performance data we report can be found in Part 2, Performance Data and Analysis.

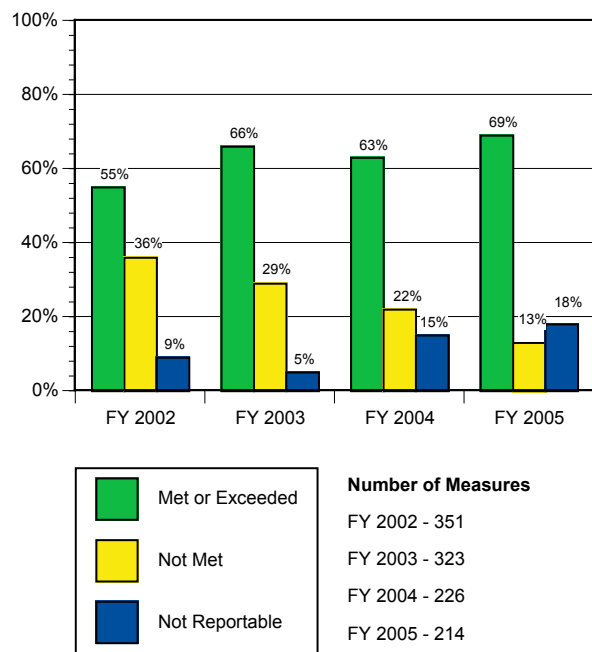
The Department of the Interior's 2003-2008 Strategic Plan can be viewed at http://www.doi.gov/ppp/strat_plan_fy2003_2008.pdf. In July 2005, Interior began the statutorily required revision of the DOI Strategic Plan under GPR. We anticipate providing the final revised plan to Congress and the Office of Management and Budget on or about October 1, 2006.

With our missions ranging from resource protection and recreation to regulating natural resource development and providing services to communities, Interior has an exceptionally broad reach of responsibilities (Figure 1-5). This range of responsibilities has resulted in the need to report on the performance of a significant number of programs, including some administrative improvement areas. Consequently, Interior reports on 214 performance metrics—which, while a large number, is 39% lower than the 351 measures we reported on in FY 2002 (Figure 1-4). The advent of our highly integrated Departmental strategic plan accounts for the decrease in reportable measures.

In FY 2005, the Department met or exceeded 69% of the 214 performance measures monitored (or 147 out of 214) (Table 1-1 and Figure 1-4). This means that we improved our performance slightly over FY 2004 when we met or exceeded 63% of 226 performance measures monitored (or 142 out of 226).

FIGURE 1-4

Performance Measures Met or Exceeded



We fell short of performance targets for 13% of our measures (28 measures), an improvement over FY 2004 when we fell short of targets for 22% (51 measures). We were unable to report 18% of our measures as compared to 15% not reportable in FY 2004. While we had data for 8% of the 18% denoted “un-reportable,” we may not use preliminary data to determine whether a performance goal has been achieved as preliminary data has not yet been verified. We were unable to report on these measures because data were insufficient to generate or estimate performance.

FIGURE 1-5



Ten percent were not reportable because data were insufficient to generate or estimate performance. In some cases, data were unavailable due to impacts of external factors beyond our control, including competing priorities for our resources such as responding to Hurricane Katrina and its aftermath. In other cases, technological factors such as automated system interruptions or the inability of entities outside of Interior to provide data needed to compute performance contributed to our “no reports.” In some cases, the methodology and/or means for collecting the specific type of performance measure information described do not yet exist. For example, under the end outcome goal for improving the “health of watersheds, landscapes, and marine resources,” within our Resource Protection mission area, some bureaus aggregate and have not implemented a methodology or infrastructure for distinguishing the results in terms of the different types of land and/or water (e.g. wetland vs. riparian vs. upland vs. marine/coastal). We plan to further reduce these methodological problems in FY 2006.

Performance information for the measures stipulated as “no report,” “preliminary,” and “estimated” will be provided during FY 2006 as a supplement to this report.

The Department has highlighted results for its key measures using bar graphs (see *Figures 1-10, 1-17, 1-23, 1-25, and 1-30*). For each measure graphed, we provide the performance measure, the number of bureaus/offices reporting, and a graphical representation of the results. The bar graph displayed shows the targeted range of values for a particular performance measure. DOI considers a target to be substantially met if it is within +/- 5% of the target. (Which in this case is at the center of each bar graph.) The FY 2005 aggregate DOI result is marked on the graph with a black triangle. The FY 2004 aggregate DOI result is marked on the graph with a gray triangle. Measures where the actual aggregate result for FY 2005 or FY 2004 fall outside the range are marked on the extreme end (higher or lower) of the bar graph as appropriate. Each bureau/office reporting its values is marked in ranges below the graph showing how each one did against its own target (again represented at the center of the graph).

TABLE 1-2

The President’s Management Agenda and The Department of the Interior	
By pursuing the goals related to the President’s Management Agenda, we are ensuring that we have . . .	
Strategic Human Capital	The right people with the right skills.
Competitive Sourcing	Efficient and effective organization and service delivery structures.
Financial Performance	Transparent, timely, and useful financial information.
E-Government	Cost-efficient use of information technologies and better value.
Budget and Performance Integration	Strategic and cost-efficient allocation of resources.

The President’s Management Agenda and Scorecard

In FY 2005, Interior continued to make progress in areas targeted by the President’s Management Agenda (PMA). That agenda focuses on improving Federal management and program performance. Organized around five mutually reinforcing components, the President’s Management Agenda applies to every department and agency. Its components share a goal of enhancing citizen-centered governance focused on delivering results to the American public.

In addition to the five management areas shown in *Table 1-2*, Interior is pursuing improvements in two additional areas: Research and Development (R&D) and Real Property.

The Office of Management and Budget (OMB) uses an Executive Branch Management Scorecard to monitor agencies’ status and progress toward attaining PMA goals. Color-coded ratings visually depict how an agency has performed toward making specific improvements (*Table 1-3*).

The Executive Branch Scorecard dated September 30, 2005, shows Interior made significant improvement in the areas of Human Capital, Competitive Sourcing, Budget and Performance Integration, and Real Property. We moved to a green status and progress rating for Human Capital and Competitive Sourcing, improving from a 2004 yellow status rating for both of these areas. Our improvement was attributed in part to our successful conversion from a pass-fail to a five-level performance system during the year and

modest increases in the diversity of our workforce. We exceeded Competitive Sourcing goals, completing more than 90% of our standard and streamlined competitions during the past four quarters. We expect to report a substantial increase in savings by December 2005 when all FY 2005 streamlined studies are complete.

While our progress rating remains green, we moved from a red to a yellow status rating for Budget and Performance Integration by improving our presentation of performance information in our FY 2007 budget requests and improving program management as reflected in Program Assessment Rating Tool (PART) analyses. Our improvement in Real Property can be attributed in part to the completion of Interior's first strategic plan for asset management.

Challenges remain for us in the areas of E-Government and Financial Performance. Our status and progress slipped to red for E-Government in FY 2005. Interior is currently working with OMB to validate our Earned Value Management (EVM) process that tracks progress and spending on information technology investments. We are also reviewing critical E-Government project milestones, ensuring that we complete these milestones in FY 2006. While our status remains red for Financial Performance, we scored a green for progress in this area in FY 2005, the same as in FY 2004. In FY 2005, Interior corrected and downgraded 3 of 4 material weaknesses. We also continued the implementation of our Financial and Business Management System (FBMS).

Since FY 2002, Interior has worked with OMB to review our programs using a government-wide evaluation approach called the Program Assessment Rating Tool, or PART. Winner of the Harvard Business School's Innovations in American Government Award for 2005, PART is a standardized and systematic process by which OMB evaluates program performance against a standard set of criteria. Its results are being used to improve program performance through the development and implementation of program-specific recommendations.

TABLE 1-3

Interior's FY 2005 and FY 2004 Scorecards - How OMB Scored Us				
	September 30, 2005		September 30, 2004	
	Status	Progress	Status	Progress
President's Management Agenda				
<i>Human Capital</i>	●	●	●	●
<i>Competitive Sourcing</i>	●	●	●	●
<i>Financial Performance</i>	●	●	●	●
<i>E-Government</i>	●	●	●	●
<i>Budget and Performance Integration</i>	●	●	●	●
Other Government-wide Initiatives in which DOI Participates				
<i>Real Property</i>	●	●	●	●
<i>Research and Development</i>	N/A	N/A	N/A	N/A

PART is helping Interior take a focused look at its programs. We have undergone 70 PART analyses since the process began in 2002. Twenty Interior programs were initially assessed using the PART process in 2005, as well as one program that underwent a follow-up review from 2002. A listing of the 21 programs is provided in *Table 2-4*, Part 2 of this report.

PART assessments have led to several recommendations for improvement. For example, the USGS Geologic Hazards programs PARTed in 2003 worked with partners from other hazard programs across the Federal Government to link together a suite of measures that, when taken together, can improve targeting of resources to reduce loss of life and property. USGS has held workshops with the natural hazards Federal community and integrated agreed-upon measures into cooperative agreements.

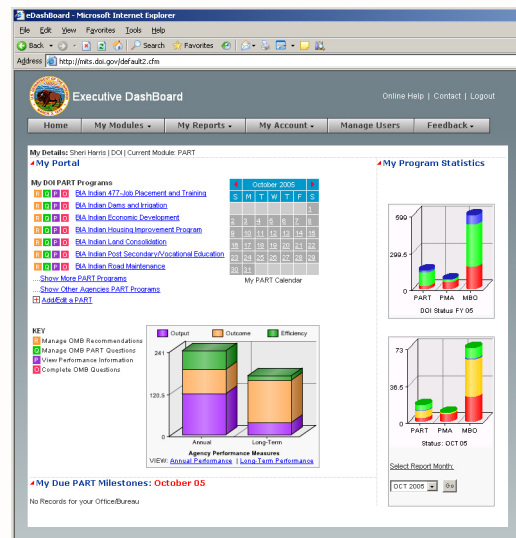
Similarly, as a result of PART findings, USGS Water Resources programs, PARTed in 2004, have been working with other Federal and State agencies to develop shared water monitoring plans. Within the rePART process for geospatial data, USGS developed an efficiency measure based on cost avoidance that has helped it document cost savings in FY 2005 of 72%, against a target of 42%, by partnering with others to collect high-resolution imagery. In this case, USGS expended \$3,108,880 for a total of 49 urban areas versus a full-price acquisition estimated at \$11,103,143.

In response to other PART assessments, Interior program managers have taken action to effect improvements. For example:

- A PART review of the Office of Surface Mining’s (OSM’s) Abandoned Mine Lands (AML) Grants program identified three recommendations for improvement. One of these led to a proposal for legislative changes to extend the authorization of fee collection authority. This proposal also focused on balancing the interests of all coal States while accelerating the cleanup of dangerous abandoned coal mines by directing funds to the highest-priority risk areas. Under this plan, reclamation could occur at a faster rate, thereby removing the risks to those who live, work, and recreate in the coalfields as soon as possible. Although this legislation was not passed, Interior continues to work with Congress to review current bills for AML reauthorization. Interior was able to work to get fee collection authority extended until June 30, 2006.
- The Bureau of Reclamation’s (BOR’s) Water Management/Supply—Operations and Maintenance Program was rated “Adequate” after a PART assessment in 2005. This program ensures that water is delivered to irrigators and municipal users in a reliable manner and condition. BOR program managers have implemented several recommendations resulting from the evaluation, including facilitating water transfers and clarifying acre limitations for those who receive federally subsidized irrigation water. BOR has asked the National Academy of Sciences to further review the program so that it can better understand any flaws and continue to make improvements.

Key executives are actively monitoring progress toward implementing post-PART actions and recommendations using a Web-enabled tracking system.

Web-Enabling the PART Process—A Management Tool in Action



In 2003, Interior launched an interactive, Web-based database that gave program managers the ability to enter and retrieve data related to specific Interior PARTs from one site on-line. Interior’s Management Initiatives Tracking System (MITS) provided an alternative to using static-based applications such as Excel®, Web-enabling the format prescribed by OMB for PART assessments. MITS eliminated many of the requirements for re-work and manual calculations that are often associated with static applications. It automatically calculates PART question weights, scores, and program scores, and will recalculate those numbers if variables change with little effort on the part of the user. It stores editable versions of each PART assessment on-line, making these readily accessible when the need arises to anyone with a user ID and password. It provides a Web-based means to monitor and track milestones related to recommendations for improving PARTed programs. An auto-email alert system reminds managers of actions past due.

In FY 2005, Interior provided the Departments of Agriculture and Commerce with access to MITS, saving these agencies thousands of staff hours in data entry, and the maintenance and retrieval of information related to PART. The Office of Management and Budget, inspired by Interior’s MITS, launched PARTweb, a system that borrows many of MITS’ concepts and features, for governmentwide use in 2005.

In FY 2005, Interior collaborated with OMB to transfer data from MITS to OMB’s PARTweb using XML data transfer technology. Interior, Agriculture, and Commerce will continue using the system as a means to actively monitor progress in implementing follow-up actions related to PARTed programs.