



Bureau of Economic Analysis Strategic Plan 2012-2016

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MISSION

The mission of the Bureau of Economic Analysis is to promote a better understanding of the U.S. economy by providing the most timely, relevant, and accurate economic accounts data in an objective and cost-effective manner.

VISION

To be the world's most respected producer of economic accounts.

THEMES AND GOALS

BEA's Strategic Plan guides BEA's progress toward accomplishing its mission and corresponds to the Department of Commerce's emphasis on several themes with respect to planning and performance.

Specifically, BEA's plan identifies strategic objectives and within them, strategic goals and detailed milestones that correspond to the Department's themes of Economic Growth, Science and Information, Customer Service, Workforce Excellence, and Organizational Excellence.

Strategic Objective 1: Customers

This objective falls under the Department's theme, “Customer Service.” BEA's statistics are only as useful as our customers' ability to access, use, and understand them. The Strategic Plan for 2012–2016 is designed to make BEA's economic accounts and services more responsive to the needs of its customers and partners.

Strategic Goals: BEA's program and support areas have developed the following strategic goals designed to continue to improve BEA's relationship with its customers:

- **Expand External Communications and Outreach Efforts**
- **Emphasize Two-Way Communication**
- **Exploit Technology for the Best Possible Data Collection and Dissemination Methods and To Ensure Security**

These goals will be accomplished through a number of projects. BEA continues to emphasize customer outreach in this year's plan by launching a new BEA Blog and new Twitter feeds to augment communications, by presenting key BEA statistics and methodologies at over 30 conferences, by hosting nearly a dozen user conferences and seminars to familiarize users with BEA products, and by chairing numerous working groups—including the Organisation of Economic Co-operation and Development, the International Monetary Fund, and the World Bank—to help establish new accounting rules to provide a consistent and up-to-date view of the global economy. Two-way communication with costumers is facilitated by our Frequently Asked Questions format and by our Advisory Committee meetings, which occur twice annually and provide BEA with invaluable outside expertise as well as insight into the needs of our expert users. BEA continuously strives to accomplish its goals as efficiently as possible using the latest available technologies. For example, this year's plan includes the use of new international data sets—created by BEA by linking existing data sets—to provide additional statistics, analyses, and presentations, including a detailed profile of exporters and importers of services.

Strategic Objective 2: Employees

This objective falls under the Department's theme, “Workforce Excellence.” BEA will continue to be one of the Federal Government's leading employers—and one of the world's leading statistical agencies—only if we continue to attract, develop, and retain a highly qualified, diverse workforce prepared to innovate and improve BEA's statistics.

Strategic Goals: BEA's greatest strength is its employees. The strategic goals that will allow our program and support areas to maintain that strength are as follows:

- **Manage the Workforce Toward Effective Accomplishment of the Mission**
- **Sustain and Enhance Internal Communications**
- **Assess and Improve Organizational Climate**
- **Sustain and Enhance Workforce Safety**

These goals will be achieved through a number of efforts, including a wide array of professional development opportunities for staff (including implementation of an improved mentoring program, management and leadership training, training to improve communication skills, and university courses), the inclusion of responsibilities in each employee's performance plan that link to the Strategic Plan, and the provision of a safe and comfortable work environment.

Strategic Objective 3: Management

This objective falls under the Department's theme, “Organizational Excellence.” BEA's leaders guide and support all efforts: they provide the advance research for improving the accounts, and they keep pace with technological or other advances to improve efficiency. The strategic goals related to this objective are designed to upgrade resource management through the coordinated use of technological and other resources to improve accuracy, efficiency, and flexibility.

Strategic Goals: BEA will work to maximize the effectiveness of its resources by addressing the following strategic goals:

- **Ensure Continuation of Mission-Essential Functions in an Emergency**
- **Sustain and Enhance Management of Resources**
- **Enhance and Integrate Internal and External Statistical Review and Planning**
- **Efficiently Manage IT Investments in Support of Mission, Vision, and Strategic Objectives**
- **Maintain Infrastructure To Ensure Reliability and Security**

These goals are served by many activities that allow BEA to function effectively on a daily basis and support the continued improvement of statistics, such as its world leadership in promoting statistical best practices, a continuing focus on IT reliability and security, and the continued modernization of processing systems to build in time-saving efficiencies that allow staff to focus even more on analysis of the statistics.

Strategic Objective 4: Statistics

This objective falls under the Department's themes of “Economic Growth” and “Science and Information.” BEA's economic statistics programs are the heart of its work, and to ensure they are as timely, relevant, and accurate as demanded by our customers, BEA must continually update methodologies and approaches to capture the dynamic U.S. and world economies.

Strategic Goals: BEA's program and support areas have developed the following strategic goals designed to upgrade economic statistics by improving statistical methodologies and source data and by using new technologies:

- **Continue To Update Priority Statistics**
- **Address Data Gaps, Accelerate Releases, and Implement Other Improvements**
- **Improve Consistency and Integration Across Accounts and With Other Accounts**
- **Improve Consistency With International Standards**
- **Implement Budget and Research Initiatives To Develop New Statistics**
- **Redesign Core Systems and Applications To Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs**
- **Standardize Data Structures and Databases To Use Web Technologies To Improve the Collection, Access, and Dissemination of Data**

The many detailed activities that allow BEA to successfully reach these goals and to fulfill its objectives vary widely across program areas. They include

- Continued preparation and release of critical statistics such as GDP, national and regional estimates of personal income, GDP by state and by metropolitan area, GDP by industry statistics, and statistics on international transactions and the international investment position.
- Research and development of new statistics, such as real government output statistics, new breakdowns of the distribution of income and consumption for households, quarterly fixed assets statistics, quarterly international investment position statistics, state personal consumption expenditure statistics, industry-level production accounts, and price-adjusted measures of state and metropolitan area personal income.
- Graduation of satellite or prototype statistics—such as the research and development statistics and quarterly GDP by industry statistics—into regular production within the core accounts.
- Acceleration of monthly trade in goods and services data and of county-level personal income statistics.
- Improvement of existing statistics, including work to
 - expand the detail on energy in the benchmark input-output (I-O) accounts
 - improve the measures of personal transfers in the international transactions accounts (ITAs)
 - improve the measures of bank output in GDP
 - adopt accrual-based estimates of pension contributions
 - improve intermediate expenditures and value added by industry in the I-O accounts
 - improve seasonal adjustment in the NIPAs
 - close gaps in the financial account in collaboration with the Treasury Department
 - extend the quarterly integrated macroeconomic accounts back to 1960 in collaboration with the Federal Reserve Board
- Continued work on satellite accounts for health care expenditures, including a prototype spending account that illustrates detail by type of expenditure.
- Promotion of cross-agency data sharing projects, such as linking BEA data on research and developments of multinational companies with Census Bureau data on research and development for all U.S. companies and linking BEA data on U.S. affiliates of foreign companies with Economic Census data.
- Redesign of core IT systems and applications such as the application of the successful STATS-II processing system to income components of the GDP accounts.

The Challenges Confronting BEA

Given the importance of BEA's statistics, BEA must fulfill its mission regardless of the challenges it may confront. Some of these challenges are constant over time, and others arise as the economy changes, and the strategic planning process identifies and mitigates them. The challenges now confronting BEA include

- **A constantly changing economy.** The U.S. economy is in constant flux, and BEA must be diligent in updating its statistics to capture the changes in the economy. To do so, BEA must be quick to recognize and understand the structural changes that occur in the U.S. and global economies and must improve the source data and statistical methods used to measure those changes. For example, the rapid pace of change in the economy in recent years underscores a need for increased attention to the measurement of income and international finance. In response, BEA is developing better measures of international financial transactions and incomes earned in the United States.
- **Integrating federal economic accounts.** Data users have long demanded greater consistency among the various economic accounts provided by the decentralized U.S. statistical system, and that demand has only grown stronger as the economy has become more complex. Better integration will provide users with more accurate and consistent data within the national, international, regional, and industry accounts as well as among BEA's accounts and the productivity and balance sheet data jointly produced by BEA, Bureau of Labor Statistics, and the Federal Reserve Board with the support of the Census Bureau and other agencies. To meet this challenge, federal statistical agencies are working together closely to harmonize definitions, methodologies, and analytical techniques.
- **Maintaining the relevance of economic accounts.** The most pressing public policy issues today call for new and expanded statistics that extend the GDP and related accounts beyond their long-established boundaries to address national priorities such as health care, innovation, and energy. BEA has developed a prototype account for health care and is researching ways to expand the level of detail for energy components in the 2007 benchmark I-O accounts.
- **Efficiently exploiting information technology.** The urgency associated with the rapidly changing economy, the considerable methodological and computational challenges those changes elicit, and the expectations of customers for easier access, quicker turnaround, and accessible interfaces underscore the importance of highly flexible, adaptive, and cost-effective IT systems that can respond quickly to changing statistical and dissemination needs.
- **Maintaining and expanding the expertise and satisfaction of its workforce.** The quality of BEA statistics is dependent on the knowledge and skill of its staff. As the complexity of the economy increases, so does the need for staff to be at the leading edge of economic change and innovative measurement solutions. To retain and develop a skilled and satisfied workforce, BEA must intensify its recruitment, hiring, retention, and training programs.

Appendix A: Evaluating Success Through Performance Measures

BEA's progress toward achieving its mission is reported quarterly each year in its “Balanced Scorecard Performance Review” at www.bea.gov. Progress is determined through the use of both long- and short-term performance measures.

BEA's progress with respect to the preparation, improvement, and release of its economic accounts and the human and technological resources that support them is monitored by the following performance measures. These measures track BEA's ability to release its estimates on time and on schedule, improve and expand its accounts to stay relevant, satisfy its customers' statistical needs, recruit and develop a skilled and satisfied workforce, and efficiently manage its information technology and other resources.

1. Timeliness: Reliability of Delivery of Economic Data (Number of Scheduled Releases Issued on Time).

The importance of data as an ingredient for sound economic decisionmaking requires BEA to deliver data into the hands of decisionmakers and other data users not only quickly but also reliably—that is, on schedule. The measure is derived as the number of scheduled releases released on time. It is also evaluated as the number of successfully completed milestones related to target.

2. Customer Satisfaction: Quality of BEA Products and Services (Mean Rating on a 5-Point Scale)

Timeliness and accuracy are meaningless if the data are not relevant to the needs of BEA's customers. To measure customer satisfaction, BEA conducts an annual mail and Internet survey of users that gauge their use of, and satisfaction with, BEA's products. The measure is derived as the ranking received, on a 5.0 scale, on the annual survey of customer satisfaction. It is also evaluated as the number of successfully-completed milestones related to target.

3. Accuracy: Percent of GDP Estimates Correct

BEA's most important statistic is gross domestic product (GDP). This measure uses a composite index to track BEA's success in estimating GDP with respect to six indicators of accuracy: (1) whether the economy is expanding or contracting, (2) whether the economy is growing faster or slower, (3) whether the economy is strong or weak, (4) the trend GDP growth rate, (5) the average quarterly GDP growth rate, and (6) the level of current-dollar GDP. It is also evaluated as the number of successfully completed milestones related to target.

4. Improving National, International, Regional, and Industry Economic Statistics: Percent of Quarterly Progress Toward Annual Milestones Completed

It is essential that BEA continuously improve its statistics in support of the private and public decisionmaking required for a successful economic recovery.

5. Expansion of BEA's Economic Accounts To Better Measure Health Care, Innovation, and Intangibles: Percent of Annual Strategic Plan Milestones Completed in the Current Quarter

Analysts have long recognized the significant role played by innovation in fostering economic growth, but the detailed data to test and expand this understanding has been lacking. By providing theoretically meaningful and accurate data on intangible assets, these satellite accounts provide a key to understanding the impact of innovation—and to using this understanding to support policies that foster economic growth and the development of new businesses.

6. Survey Response Rate: Combined Response Rate for the Two Quarterly Direct Investment Surveys and

7. E-filing: Percent of Electronic Filing of International Investment and Services Surveys

Economic globalization has profoundly affected patterns of cross-border trade in goods and services, the size and location of direct investment by U.S. and foreign multinational companies (MNCs), international financial flows and asset holdings, and the sources of U.S. aid to developing countries. Policymakers and other decisionmakers need complete, timely, and reliable data to properly assess the impact of these trends and to develop effective policies related to trade, direct investment, financial regulation, and foreign aid. These measures monitor BEA's ability to collect accurate international transactions data in an efficient and cost-effective manner.

8. Media Outreach: Major Market News Citations

The media is a key partner in making BEA's data more accessible to the public, and BEA must fully utilize the news media as a partner in disseminating its data to customers and providing information on the measurement and use of economic statistics.

9. Customer Satisfaction: Number of Above-Average Responses on BEA's Web Site Customer Satisfaction Survey

BEA seeks to deliver its economic statistics to the public in a timely, efficient, and transparent manner using cutting-edge access and visualization tools.

10. Recruitment: Average Time To Fill Federal Career Positions

BEA will continue to be successful only if we continue to attract, develop, and retain a highly qualified, diverse workforce. Efficient hiring practices are essential to that effort.

12. IT Security: Percent of High-Impact Systems With Essential Controls Fully Implemented

Security of IT systems is critical to the timeliness and integrity of economic estimates.

NATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
1.1	Communications About the National Income and Product Accounts (NIPAs)	Relevance	<ul style="list-style-type: none"> • Develop additional FAQs and blog posts for the BEA Web site. • Provide updated table formats to data users in advance of the flexible annual revision. 	<ul style="list-style-type: none"> • Hold data user briefings about the comprehensive revision. • Provide updated information to data users in advance of the comprehensive revision release. • Develop additional FAQs and blog posts for the BEA Web site. 	<ul style="list-style-type: none"> • Develop additional FAQs and blog posts for the BEA Web site. 	<ul style="list-style-type: none"> • Develop additional FAQs and blog posts for the BEA Web site. 	<ul style="list-style-type: none"> • Develop additional FAQs and blog posts for the BEA Web site.
1.2	Methodology Papers/ Documentation	Relevance	<ul style="list-style-type: none"> • Develop and if approved, release additional chapters of the NIPA concepts and methods handbook, including corporate profits and compensation. 	<ul style="list-style-type: none"> • Develop and if approved, release additional chapters of the NIPA concepts and methods handbook, including a NIPA glossary. 	<ul style="list-style-type: none"> • Prepare and as approved, release NIPA handbook updates to reflect the NIPA comprehensive revision. • Develop and if approved, release a new NIPA handbook chapter on interest. 	<ul style="list-style-type: none"> • Finish releasing NIPA handbook updates to reflect the NIPA comprehensive revision. • Develop and release additional national accounts documentation. 	<ul style="list-style-type: none"> • Develop and release additional NIPA documentation as needed.
1.3	Biomedical Research & Development (R&D) Price Index	Relevance	<ul style="list-style-type: none"> • In each year, prepare the chain-type R&D biomedical price index for the National Institutes of Health (NIH) under reimbursable contract. 				
1.4	Territorial GDP	Relevance	<ul style="list-style-type: none"> • Prepare improved estimates of GDP for the four U.S. territories, as recommended by Department of the Interior (DOI). Specifically, provide revised estimates for 2002–09 and new estimates for 2010. • As requested and as resources allow, assist the Commonwealth of Puerto Rico with improving and modernizing the Puerto Rican national economic accounts. 	<ul style="list-style-type: none"> • In each year, additional work to improve the estimates of GDP for the four U.S. territories (Guam, Commonwealth of the Northern Mariana Islands, American Samoa, and the U.S. Virgin Islands), as recommended by DOI • As requested and as resources allow, assist the Commonwealth of Puerto Rico with improving and modernizing the Puerto Rican national economic accounts. 			
Strategic Objective: EMPLOYEES							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
1.5	National Accounts Training	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • Conduct U.S. national accounts training program and continue to evaluate for potential improvements. • Continue to implement statistical methods and best practices training programs. 	<ul style="list-style-type: none"> • In each year, conduct U.S. national accounts training program and continue to evaluate for potential improvements. • In each year, continue to implement statistical methods and best practices training programs. 			

NATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: MANAGEMENT							
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives							
1.6	Modernize and Improve National Accounts Processes and Systems	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Parallel process the annual revision for NAICS estimates in the enhanced STATS-II central system. Begin to develop STATS-II processing for other national accounts systems. Begin to develop an internal data interdependency hub. Complete the FAME conversion for most remaining annual revision systems. Continue FAME conversion for benchmark systems and fixed assets. 	<ul style="list-style-type: none"> Configure STATS-II processing and parallel process for the NIPA comprehensive revision. Implement FAME for all or most benchmark and fixed assets systems. Expand the internal central source data base to include source data from additional agencies. 	<ul style="list-style-type: none"> Implement STATS-II processing for additional national estimates. Expand use of internal data interdependency hub for data transfers. Evaluate processing systems and consider opportunities for modernization. 	<ul style="list-style-type: none"> Evaluate processing systems and consider opportunities for modernization. 	<ul style="list-style-type: none"> Evaluate processing systems and consider opportunities for modernization.
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning							
1.7	Improve Major NIPA Revisions	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Monitor implementation of proposals for the 2012 flexible annual NIPA revision. Evaluate proposals and monitor their implementation for the 2013 comprehensive revision. Evaluate and improve flexible annual and comprehensive revision procedures, as needed. 	<ul style="list-style-type: none"> Comprehensive NIPA revision will feature incorporation of the 2007 benchmark input-output table. Monitor implementation of proposals for the 2013 comprehensive annual NIPA revision. Evaluate proposals for the 2014 flexible annual revision. Evaluate proposals for future flexible annual revisions. 	<ul style="list-style-type: none"> Monitor implementation of proposals for the 2014 flexible annual NIPA revision. Evaluate proposals for the 2015 flexible annual revision. Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> Monitor implementation of proposals for the 2015 flexible annual NIPA revision. Evaluate proposals for the 2016 flexible annual revision. Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> Monitor implementation of proposals for the 2016 flexible annual NIPA revision. Evaluate proposals for the 2017 flexible annual revision. Evaluate and improve flexible annual revision procedures, as needed.

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: STATISTICS							
Strategic Goal: Continue to Update Priority Statistics							
1.8	National Income and Product Accounts (NIPAs)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year of plan, prepare and release quarterly GDP and NIPA statistics. • In each year of plan, prepare and release annual revision GDP and NIPA statistics. 				
1.9	Monthly Personal Income and Outlays	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year of plan, prepare and release monthly and quarterly personal income and outlays statistics. • In each year of plan, prepare and release annual revision personal income and outlays statistics. 				
1.10	Fixed Assets and Consumer Durable Goods	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • Prepare and release annual statistics on fixed assets and consumer durables that reflect the annual revision of the NIPAs. 	<ul style="list-style-type: none"> • Prepare and release annual statistics on fixed assets and consumer durables that reflect the comprehensive revision of the NIPAs. • Begin preparing 2007 benchmark estimates for private fixed investment. 	<ul style="list-style-type: none"> • Prepare and release annual statistics on fixed assets and consumer durables for 2003 forward that reflect the annual revision of the NIPAs and the 2007 benchmark estimates of private fixed investment. 	<ul style="list-style-type: none"> • Prepare and release annual statistics on fixed assets and consumer durables that reflect the annual revision of the NIPAs. 	<ul style="list-style-type: none"> • Prepare and release annual statistics on fixed assets and consumer durables that reflect the annual revision of the NIPAs.
1.11	International Submissions	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, update NIPA and fixed assets statistics consistent with 1993 System of National Accounts (SNA) for OECD. • In each year, prepare government finance statistics (GFS) for the previous 3 years for Treasury to submit to IMF. 				
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
1.12	Improve Financial and Business Sector Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. • Expand quarterly integrated macroeconomic accounts to begin with 1960. • If approved, develop an implementation plan for improving the measurement of bank output in GDP for the comprehensive revision. • Evaluate contractor's research on financial sector statistics. 	<ul style="list-style-type: none"> • If approved, incorporate improved measures of bank output in the NIPA comprehensive revision. • Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. • Prepare updated estimates of underreporting for individual tax returns. • If approved, develop an implementation plan for improving estimates for non-bank depository institutions. • If data are available, incorporate updated misreporting estimates for sole proprietorships and partnerships. • Develop a proposal to use improved indicators for real bank output. 	<ul style="list-style-type: none"> • Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. • If approved, implement the proposal to use improved indicators for real bank output. • If data are available, research feasibility to separate S corporations and C corporations in income estimates. 	<ul style="list-style-type: none"> • Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. • If data are available, research feasibility to separate S corporations and C corporations in income estimates. 	<ul style="list-style-type: none"> • Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts.

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: STATISTICS							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
1.13	Address Gaps in Quarterly Source Data and Methods	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> If available, propose additional use of data from Census Bureau services annual survey and quarterly services survey for utilities, transportation, and education. Prepare revision study on corporate profits. 	<ul style="list-style-type: none"> Incorporate improved source data and methods in the comprehensive revision. 	<ul style="list-style-type: none"> If available, propose use of additional Census Bureau quarterly services survey data in PCE. Investigate data for estimates of nonresidential improvements. Prepare revision study on personal income and outlays. 	<ul style="list-style-type: none"> Conduct research on estimates of improvements to residential structures. 	
1.14	Extend Research and Development (R&D) Satellite Account Into the NIPAs	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare proposals and develop processing systems and estimates for the incorporation of R&D estimates into the NIPAs. 	<ul style="list-style-type: none"> Incorporate approved proposals and estimates of R&D into the NIPA comprehensive revision. 	<ul style="list-style-type: none"> Update measures of R&D in the NIPAs. 	<ul style="list-style-type: none"> Update measures of R&D in the NIPAs. 	<ul style="list-style-type: none"> Update measures of R&D in the NIPAs.
1.15	Improve Income Estimates	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Publish a <i>Survey</i> article to identify and explain potential sources of error in measures of profits and income. Prepare a report and recommendations on the Census Bureau rent-to-value study. 	<ul style="list-style-type: none"> If the proposal is approved, incorporate improved estimates of interest and of imputed services of depository institutions. If the proposal is approved and data are available, incorporate improved measures of mortgage originations and fees. 	<ul style="list-style-type: none"> Update measures of taxpayer nonfiling. Based on earlier research and proposal, develop implementation plan to improve the estimates of interest and of imputed services of non-bank depository institutions. If approved, incorporate streamlined methodologies for selected components. 	<ul style="list-style-type: none"> Evaluate and if approved, incorporate estimate methodologies that reflect additional streamlining. Update measures of taxpayer nonfiling. 	<ul style="list-style-type: none"> Evaluate and if approved, incorporate estimate methodologies that reflect additional streamlining. Update measures of taxpayer nonfiling.
1.16	Improve Estimates of Personal Consumption Expenditures	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> With inputs from Industry Directorate, reconcile benchmark 2007 input-output (I-O) table statistics with NIPA PCE statistics. Prepare a proposal to carry back improved measures of medical and hospitalization insurance benefits; if approved, implement. Prepare a proposal to use real-time data on registrations to harmonize and improve motor vehicle statistics for autos and light trucks by sector for the comprehensive revision. 	<ul style="list-style-type: none"> Incorporate results of the 2007 benchmark I-O statistics into the comprehensive revision of the NIPAs. Carry back improved real insurance measures in the comprehensive revision. Carry back the improved medical and hospitalization benefits measures in the comprehensive revision. If approved, incorporate the harmonized and improved methodologies in the estimates for autos and light trucks. 	<ul style="list-style-type: none"> Continue to evaluate newly available source data and estimating methods to improve PCE measures. If approved, implement the proposal to harmonize the life spans of used light and heavy trucks. 	<ul style="list-style-type: none"> Continue to evaluate newly available source data and estimating methods to improve PCE measures. 	<ul style="list-style-type: none"> Continue to evaluate newly available source data and estimating methods to improve PCE measures. Conduct research on data for the production and net exports of motor vehicles.

NATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: STATISTICS							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
1.17	Improve Estimates of Private Investment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> With inputs from Industry Directorate, reconcile benchmark 2007 input-output table statistics with NIPA investment statistics. Investigate use of quarterly financial report data for publishing industry inventories; if successful, submit annual revision proposal. 	<ul style="list-style-type: none"> Incorporate results of the 2007 benchmark I-O table into the NIPA comprehensive revision. If approved, implement a proposal to improve estimates of investment in power structures. 	<ul style="list-style-type: none"> Begin to investigate benchmark inventory level measures that are consistent with change in private inventories. Develop a proposal to improve structures investment in petroleum drilling. Review treatment of inventories held overseas under U.S. ownership; prepare an annual revision proposal if appropriate. Monitor modernization of the international transactions accounts; prepare to incorporate changes into the NIPAs as needed. Based on research, submit a proposal to improve nonmerchant wholesale petroleum inventories. 	<ul style="list-style-type: none"> If approved, incorporate benchmark inventory levels that are consistent with change in private inventories. If approved, implement proposal to improve structures investment in petroleum drilling. Update the reference year for historical real sales and inventory-sales ratios. Investigate opportunities to improve the estimates for private investment and foreign trade. 	<ul style="list-style-type: none"> Investigate opportunities to improve the estimates for private investment and foreign trade.
1.18	Improve Government Sector Estimates	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Review benchmark 2007 input-output estimates for government. Continue research on the 2010 health care bill and incorporate new programs as they become effective. Implement an annual revision proposal to improve the estimates of state and local corporate profits tax accruals. 	<ul style="list-style-type: none"> Incorporate 2007 benchmark I-O measures into the NIPA government sector statistics. Implement benchmark proposal to improve estimates of federal rents and royalties. Continue research on the 2010 health care bill and incorporate new programs as they become effective. 	<ul style="list-style-type: none"> Continue research on the 2010 health care bill and incorporate new programs as they become effective. Research the NIPA treatment of deposit insurance and federal loan and loan guarantee programs. 	<ul style="list-style-type: none"> Continue research on the 2010 health care bill and incorporate new programs as they become effective. Continue research into the NIPA treatment of deposit insurance and federal loan and loan guarantee programs. Investigate the possible development of quarterly functional estimates. 	<ul style="list-style-type: none"> Continue research on the 2010 health care bill and incorporate new programs as they become effective. Report on the feasibility of developing quarterly functional estimates.
1.19	Improve Fixed Assets Estimates	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue research on fixed assets, including improvements to estimates by legal form of organization and by industry. Continue research to develop quarterly fixed assets estimates. 	<ul style="list-style-type: none"> Continue research on fixed assets, including estimates by legal form of organization and by industry. 	<ul style="list-style-type: none"> Continue research on fixed assets. Prepare a proposal to improve legal form ratios in the fixed assets accounts; implement if approved. If research warrants, make a proposal to publish quarterly fixed assets estimates. 	<ul style="list-style-type: none"> If approved, implement publication of quarterly fixed assets estimates. Continue research on fixed assets. 	<ul style="list-style-type: none"> Continue research on fixed assets.

NATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: STATISTICS							
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts							
1.20	Improve Integration of National Accounts With Other U.S. Agency Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue research on fixed assets issues, including a comparison of BEA estimates with BLS productive stocks. Update the PCE/CPI reconciliation with new CPI weights. If feasible, begin to update the reconciliation of the national health expenditures accounts (NHEA) and NIPA estimates of health expenditures. 	<ul style="list-style-type: none"> Update reconciliation of the NHEA and NIPA estimates of health expenditures. Update the PCE/CPI reconciliation to reflect the NIPA comprehensive revision. 	<ul style="list-style-type: none"> Update reconciliation of the NHEA and NIPA estimates of health expenditures. Update the PCE/CPI reconciliation with new CPI weights. 	<ul style="list-style-type: none"> Update reconciliation of the NHEA and NIPA estimates of health expenditures. Continue research on fixed assets issues, including a comparison of BEA estimates with BLS productive stocks. 	<ul style="list-style-type: none"> Update the PCE/CPI reconciliation with new CPI weights.
1.21	Research on National Accounts Concepts and Methods	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Conduct research and consider methods to improve seasonal adjustment in the NIPAs. 	<ul style="list-style-type: none"> Prepare a paper on the results of research to explain industry variances in rates of return. 	<ul style="list-style-type: none"> Continue research to identify and estimate possible distortions in the production of services attributed to foreign affiliates. 		
1.22	Improve Integration of National and Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue to identify additional issues and possible improvements in the industry reconciliation process. Coordinate use of scanner data in the industry and national directorates. 	<ul style="list-style-type: none"> Coordinate use of scanner data in the industry and national directorates. 			
Strategic Goal: Improve Consistency With International Standards							
1.23	Research and Update PCE Classifications	Relevance Accuracy	<ul style="list-style-type: none"> If proposal for adjusting PCE for travel exports and imports is approved, publish a <i>Survey</i> article. 				
1.24	Improve Government Sector Estimates	Relevance Accuracy	<ul style="list-style-type: none"> Based on 2011 research paper, begin to develop output-based deflators for real government output. Evaluate the availability of Census Bureau data needed to modify the sectoring for government enterprises. 	<ul style="list-style-type: none"> Continue to work with Census Bureau to improve data collection on government enterprises. 	<ul style="list-style-type: none"> Continue to develop estimates on rates of return for government capital. If research is approved, adopt recommendations to estimate real government output. 		

NATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: STATISTICS							
Strategic Goal: Improve Consistency With International Standards							
1.25	Improve Consistency With International Standards in NIPA and Fixed Assets Statistics	Relevance Accuracy	<ul style="list-style-type: none"> If approved, develop implementation plans and work with industry directorate to <ul style="list-style-type: none"> –Capitalize entertainment originals in the 2007 benchmark I-O table; develop quarterly indicators; –Adopt accrual accounting pension estimates for private, federal, and state and local defined benefit pension funds; –Capitalize acquisition and disposal costs for residential assets. • Prepare a conference paper on factoryless goods manufacturing. • Continue to participate in an interagency group on implementation of the <i>Balance of Payments Manual (BPM)</i> and SNA guidelines on outsourcing and offshoring. 	<ul style="list-style-type: none"> If approved, implement plans for the NIPA comprehensive revision to <ul style="list-style-type: none"> –Capitalize entertainment originals; –Adopt accrual accounting pension estimates for private, federal, and state and local defined benefit pension funds; –Capitalize acquisition and disposal costs for residential assets. • Continue to participate in an interagency group on implementation of the <i>BPM</i> and SNA guidelines on outsourcing and offshoring. 	<ul style="list-style-type: none"> • Continue to participate in an interagency group on implementation of the <i>BPM</i> and SNA guidelines on outsourcing and offshoring. 	<ul style="list-style-type: none"> • Continue to participate in an interagency group on implementation of the <i>BPM</i> and SNA guidelines on outsourcing and offshoring. 	<ul style="list-style-type: none"> • Continue to participate in an interagency group on implementation of the <i>BPM</i> and SNA guidelines on outsourcing and offshoring.
1.26	Implement North American Industry Classification System (NAICS) and North American Product Classification System (NAPCS)	Relevance Accuracy	<ul style="list-style-type: none"> • Incorporate any newly available service products based on NAPCS from the Census Bureau's services annual survey into PCE. • Coordinate or revise current and annual inventory price programs to implement new NAICS 2012 data. 	<ul style="list-style-type: none"> • Incorporate any newly available service products based on NAPCS and NAICS from the Census Bureau's services annual survey into PCE. • Revise current and annual inventory processing programs to implement new NAICS 2012 data. 	<ul style="list-style-type: none"> • Incorporate any newly available service products based on NAPCS and NAICS from the Census Bureau's services annual survey into PCE. 	<ul style="list-style-type: none"> • Incorporate any newly available service products based on NAPCS and NAICS from the Census Bureau's services annual survey into PCE. 	
1.27	Research into New Statistics on the American Household	Relevance Accuracy	<ul style="list-style-type: none"> • Dependent on data availability, conduct exploratory research on developing new statistics on distribution of income and consumption for households. • Conduct research comparing income measures provided by BEA and Census Bureau; prepare a paper describing findings. 	<ul style="list-style-type: none"> • Continue research for developing income distribution measures. 			

INDUSTRY ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Strategic Objective: CUSTOMERS								
Strategic Goal: Expand External Communications and Outreach Efforts								
2.1	Communication About the Industry Accounts	Relevance	<ul style="list-style-type: none"> • In each year, maintain and improve communication with data users. • In each year, increase users' understanding of the industry accounts through conferences, presentations, <i>Survey</i> articles, Web site improvements, and training sessions. • In each year, solicit feedback from users to improve the industry accounts. • In each year, continue dialogue with major users about future directions of the I-O accounts, including the structure of the 2012 benchmark I-O accounts. • In each year, develop and post new FAQs and blogs. 					
2.2	Interagency Communications	Relevance	<ul style="list-style-type: none"> • In each year, participate in interagency meetings with BLS, Census Bureau, EIA, NSF, IRS, and other agencies, as appropriate. 		<ul style="list-style-type: none"> • Participate in interagency meetings with BLS, Census Bureau, EIA, NSF, IRS, and other agencies, as appropriate. • Work with BLS and Census Bureau to review proposed changes to the 2017 NAICS. • Work with Census Bureau to review proposed changes to the 2017 Economic Census forms. 			
2.3	International Statistical Leadership	Relevance	<ul style="list-style-type: none"> • In each year, assist other nations seeking support in upgrading and modernizing their I-O statistics. • Attend conferences to promote improvements to BEA's industry accounts. • In each year, work with other federal agencies, Canada, and Mexico to develop a United States-Canadian-Mexican industry/product classification framework for data on services and goods to be used throughout the statistical community; coordinate the collection, tabulation, and analysis of data. 					
2.4	Territorial GDP	Relevance	<ul style="list-style-type: none"> • Prepare improved estimates of GDP for the four U.S. territories, as recommended by DOI. Specifically, revised estimates for 2009 and new estimates for 2010. • Assist Puerto Rico in upgrading and modernizing their I-O statistics by conducting training seminars. 		<ul style="list-style-type: none"> • In each year, additional work to improve the estimates of GDP for the four U.S. territories, as recommended by DOI. • In each year, continue to assist Puerto Rico in upgrading and modernizing their I-O statistics, as needed. 			
2.5	Web Based Interactive Data Tools	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • Implement, maintain, and update as needed the Web-based interactive data tables functionality to meet customers' needs. 					
Strategic Objective: EMPLOYEES								
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission								
2.6	Industry Accounts Training	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, develop and conduct in-house employee training on the industry accounts and evaluate for improvements. 					
2.7	Professional Development	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, develop employee professional skills through participation in the BEA Workforce Development Opportunities program. • In each year, develop employee professional skills through external training, as appropriate and given available funding. • In each year, develop and conduct in-house seminars and external presentations. 					
2.8	Cross Training	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, explore opportunities for cross-training both within and outside of the industry economic accounts Directorate (IEA). • In each year, conduct joint projects between the IEA and other BEA directorates. 					

INDUSTRY ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: MANAGEMENT							
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives							
2.9	Modernize and Improve Industry Accounts Processes and Systems	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement, test, and finalize publication modules for industry accounts processing system (see also milestones 7.39–7.41). Finalize prototype quarterly estimation processing system. 	<ul style="list-style-type: none"> Integrate annual data processing into industry accounts processing system (see also milestones 7.39–7.41). Complete development and initial testing of data hub and integrated seasonal adjustment modules in quarterly prototype system. Begin development of prototype production account processing system. 	<ul style="list-style-type: none"> Complete testing and move data hub and integrated seasonal adjustment modules into production quarterly prototype system. Complete development of prototype production account processing system. 	<ul style="list-style-type: none"> Implement and test satellite modules for industry accounts processing system. 	<ul style="list-style-type: none"> Finalize satellite modules for industry accounts processing system.
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning							
2.10	Industry Economic Accounts Planning and Reviews	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, discuss upcoming critical issues, including source data, current events, etc. Review major proposals for improving methodologies. Monitor implementation of proposals. Enhance formal internal reviews for the industry accounts. Evaluate and improve industry accounts procedures. 	<ul style="list-style-type: none"> Monitor completion of 2007 benchmark for release in December, 2013. Standardize formal review process for regular production of the quarterly GDP by industry estimates. Evaluate and improve benchmark revision procedures, as needed. 	<ul style="list-style-type: none"> In each year, discuss upcoming critical issues, evaluate options, and review major proposals for changing the accounts and their methodologies. Monitor implementation of proposals. 		
Strategic Objective: STATISTICS							
Strategic Goal: Continue to Update Priority Statistics							
2.11	Integrated I O and GDP by Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release all statistics for 2010 and revised statistics for 2008 and 2009 as well as for years affected by flexible annual revisions. Complete reconciliation of 2007 benchmark I-O accounts final demand categories statistics with the NIPAs. Prepare and release the 2011 advance GDP by industry statistics. 	<ul style="list-style-type: none"> Prepare and release all statistics for 2011 and revised statistics for 2009 and 2010. Prepare and release the 2012 advance GDP by industry statistics. 	<ul style="list-style-type: none"> Prepare and release the 2007 benchmark I-O accounts. Prepare and release all statistics for 2012 and revised time series statistics for 1998–2011 that are consistent with the 2007 benchmark I-O accounts. Prepare 2012 benchmark I-O accounts production plans. Revise historical GDP by industry for 1947–1997. 	<ul style="list-style-type: none"> Prepare and release all statistics for 2013 and revised statistics for 2011 and 2012 as well as for years affected by flexible annual revisions. Develop final estimating framework for 2012 benchmark I-O accounts. 	<ul style="list-style-type: none"> Prepare and release all statistics for 2014 and revised statistics for 2012 and 2013 as well as for years affected by flexible annual revisions.

INDUSTRY ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Strategic Objective: STATISTICS								
Strategic Goal: Continue to Update Priority Statistics								
2.12	GDP by Industry Statistics for the International Community	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year of plan, prepare and release GDP by industry statistics from that year's update of the industry accounts which are made consistent with the SNA and provided to the OECD for international comparisons. 					
2.13	Satellite Accounts: Travel and Tourism (TTSA) and Arts and Cultural Production (ACPSA)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year of plan, prepare and release quarterly TTSA statistics. • In each year of plan, prepare and release annual revision TTSA statistics. • In each year of plan, conduct research (as needed) on the feasibility of developing additional satellite accounts. 					
			<ul style="list-style-type: none"> • Produce project plan for new ACPSA, including background, preliminary detailed industry and commodity list. 	<ul style="list-style-type: none"> • Produce "preliminary" ACPSA estimates. 	<ul style="list-style-type: none"> • Produce "final" ACPSA estimates, including an article in the <i>Survey</i>. 			
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements								
2.14	Accelerate Annual Industry Accounts	Timeliness Relevance Accuracy		<ul style="list-style-type: none"> • Accelerate the release of the annual industry accounts by 1 month. 				
2.15	Prices in the Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, continue to research areas of improvement measuring price change in the I-O accounts and GDP by industry statistics. 					
2.16	Improve Time Series Perspective of the Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, continue to improve techniques used to interpolate annual I-O statistics between benchmark I-O accounts. 	<ul style="list-style-type: none"> • Expand interpolation of annual I-O statistics to include 2007 benchmark I-O accounts. 	<ul style="list-style-type: none"> • Continue to improve techniques used to interpolate annual I-O statistics between benchmark I-O accounts. 			
2.17	Improve Input Output tables	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, continue to improve source data and estimation methods for components of input-output tables, including output, final use, intermediate input, and value-added measurements. • In each year, continue review and analysis of available service expense data from the Census Bureau. • Continue research of major differences between tax-based measures of gross operating surplus and Economic Census-derived measures of gross operating surplus. 	<ul style="list-style-type: none"> • Incorporate results of the 2013 NIPA comprehensive revision as part of reconciling gross operating surplus. 	<ul style="list-style-type: none"> • In each year, continue to improve source data and estimation methods for components of input-output tables, including output, final use, intermediate input, and value-added measurements. • In each year, continue review and analysis of available service expense data from the Census Bureau. • Continue research of major differences between tax-based measures of gross operating surplus and Economic Census-derived measures of gross operating surplus. 			
2.18	Improve Advance GDP by Industry Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, evaluate the advance GDP by industry statistics in the context of research on quarterly GDP by industry. 					
2.19	Historical I O Accounts on NAICS Basis	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, continue work to develop historical I-O accounts, KLEMS statistics, and price-adjusted statistics on a NAICS basis. 					

INDUSTRY ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Strategic Objective: STATISTICS								
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts								
2.20	Quarterly GDP by Industry Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue research and release "prototype" quarterly GDP by industry statistics: revised quarterly statistics for 2007–2009 and new quarterly statistics for 2010–2011. 	<ul style="list-style-type: none"> Calculate "prototype" quarterly GDP by industry statistics: revised quarterly statistics for 2009–2011 and new quarterly statistics for 2012:I and 2012:II. 	<ul style="list-style-type: none"> If approved, release quarterly GDP by industry statistics on a regular basis following the third release of GDP. 	<ul style="list-style-type: none"> Release quarterly GDP by industry statistics following the third release of GDP. Research and develop methods to accelerate the release of quarterly GDP by Industry statistics. 		
2.21	Industry Level Production Account	Relevance Accuracy	<ul style="list-style-type: none"> Complete work on a conceptual framework for a preparing "prototype," integrated industry-level production account. 	<ul style="list-style-type: none"> Prepare and release a "prototype," integrated industry-level production account. 	<ul style="list-style-type: none"> Prepare and release a "prototype," integrated industry-level production account. 	<ul style="list-style-type: none"> If approved, prepare and release an integrated industry-level production account on a regular basis. 		
2.22	Improved Energy Statistics in the Industry Accounts	Relevance Accuracy	<ul style="list-style-type: none"> Continue research and develop proposals for expanding the level of detail for energy components in the 2007 benchmark I-O accounts. 		<ul style="list-style-type: none"> If approved, expand the level of detail for energy components in the 2007 benchmark I-O accounts. 	<ul style="list-style-type: none"> Research feasibility of expanding level of detail for energy components in the 2012 benchmark I-O accounts.. 		
2.23	Review and Reconcile Output With Comparable Bureau of Labor Statistics (BLS) Measures	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue work with BLS to increase consistency of industry output measures. 					
2.24	Improve Integration of National and Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, incorporate improvements to the industry accounts and the NIPAs through flexible annual revisions, continued feedback, and integration (see also milestone 1.22). 					
Strategic Goal: Improve Consistency With International Standards								
2.25	Improve Consistency With International Standards	Relevance Accuracy	<ul style="list-style-type: none"> In each year, evaluate methodology improvements for increased consistency with the System of National Accounts. 					

INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
3.1	Analyses and Articles	Relevance	<ul style="list-style-type: none"> Update methodology documentation for the international accounts. Prepare an article on revisions to the international accounts statistics. Publish regular articles and analyses. 	<ul style="list-style-type: none"> Update methodology documentation for the international accounts. Publish a methodology for BEA's statistics on U.S. direct investment abroad. Update the Guide to BEA's <i>Services Surveys</i>. Publish regular articles and analyses. 	<ul style="list-style-type: none"> In each year, publish regular articles and analyses. 		
3.2	Prepare Additional Special Studies	Relevance	<ul style="list-style-type: none"> Publish an analysis of the preliminary results of the 2009 benchmark survey of U.S. direct investment abroad. Publish an analysis of the characteristics of services trading firms using linked data from the surveys of cross-border trade in services and multinational company operations. Prepare special studies to extend analysis of international accounts statistics, such as a study on digital services. 	<ul style="list-style-type: none"> Publish detailed final results of the 2009 benchmark survey of U.S. direct investment abroad. Prepare special studies to extend analysis of international accounts statistics. 	<ul style="list-style-type: none"> Prepare other special studies to extend analysis of international accounts statistics. 	<ul style="list-style-type: none"> Prepare an analysis of the preliminary results of the 2012 benchmark survey of foreign direct investment in the United States. Prepare other special studies to extend analysis of international accounts statistics. 	<ul style="list-style-type: none"> Publish detailed final results of the 2012 benchmark survey of foreign direct investment in the United States. Prepare other special studies to extend analysis of international accounts statistics.

INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Strategic Objective: CUSTOMERS								
Strategic Goal: Expand External Communications and Outreach Efforts								
3.3	Presentations	Relevance	<ul style="list-style-type: none"> • Present research on global production arrangements at the International Association for Research in Income and Wealth General Conference. • Develop a joint presentation with the Bureau of Labor Statistics on the domestic employment characteristics of globally-engaged firms. • Present research on improving the methodology for measuring personal transfers at the Federal Committee on Statistical Methodology Research Conference. • Present the results of research on foreign direct investment and plant exit at the Southern Economic Association's annual meeting. • Present research on U.S. multinational companies in the computer industry at the Academy of International Business–U.S. Northeast Chapter meeting. • Provide presentations on accessing BEA's international accounts data to various user groups. 	<ul style="list-style-type: none"> • Jointly with NEA, present a paper on measurement issues related to outsourcing manufacturing at the “Measuring the Impact of Globalization” conference. • Present research on the impact that industrial agglomeration has on the wages paid by, and productivity of, U.S. multinational companies in selected industries at the annual meetings of the Academy of International Business–U.S. Northeast Chapter. • Present other research and analysis at outside conferences as resources permit. 				<ul style="list-style-type: none"> • In each year, present research and analysis at outside conferences.

INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
3.4	Special Sworn Employees Program	Relevance	<ul style="list-style-type: none"> • Support and cultivate special sworn employees program and provide information on their research results on BEA's Web site and in occasional <i>Survey of Current Business</i> articles. 	<ul style="list-style-type: none"> • Support and cultivate special sworn employees program and provide information on their research results on BEA's Web site and in occasional <i>Survey of Current Business</i> articles. • Identify specific topics of interest for BEA to seek targeted research proposals. • Initiate a study of the geographic distribution of production and income of U.S. multinational companies. 			<ul style="list-style-type: none"> • In each year, support and cultivate special sworn employees program and provide information on their research results on BEA's Web site and in occasional <i>Survey of Current Business</i> articles.
3.5	International Statistical Leadership	Relevance	<ul style="list-style-type: none"> • Advise Mexico's statistical office on methods to improve statistics on trade in services. • Through the Joint Commission on Commerce and Trade, initiate a project to reconcile U.S. and Chinese statistics on trade in services. • Review materials and provide comments on Puerto Rico's methodology and data sources for measuring foreign direct investment. • Assist other nations seeking support in upgrading and modernizing their statistics, as requested. 	<ul style="list-style-type: none"> • Continue to advise Mexico's statistical office on methods to improve statistics on trade in services. • Through the Joint Commission on Commerce and Trade, continue a project to reconcile U.S. and Chinese statistics on trade in services. • Assist other nations seeking support in upgrading and modernizing their statistics, as requested. 			<ul style="list-style-type: none"> • In each year, assist other nations seeking support in upgrading and modernizing their statistics, especially in the areas of foreign direct investment and international services.
3.6	Evaluate Customer Satisfaction	Relevance	<ul style="list-style-type: none"> • Meet with stakeholders groups and peer agencies to obtain feedback on customers' needs. 				<ul style="list-style-type: none"> • In each year, continue to evaluate customers' needs through a variety of methods and implement improvements as appropriate.

INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: CUSTOMERS							
Strategic Goal: Emphasize Two-Way Communication							
3.7	Survey Respondent Outreach	Relevance	<ul style="list-style-type: none"> Meet with survey respondents and other stakeholders to improve reporting and promote the use of electronic reporting (eFile). With the Communications Division, conduct outreach to small business organizations and other industry groups to increase awareness of the reporting requirements of BEA's services surveys. 	<ul style="list-style-type: none"> Meet with survey respondents and other stakeholders to improve reporting and assess barriers to the use of electronic reporting (eFile). With the Communications Division, conduct outreach to small business organizations and other industry groups to increase awareness of the reporting requirements of BEA's services surveys. 	<ul style="list-style-type: none"> In each year, maintain contact with survey respondents and other stakeholders and implement changes to the survey program as needed. 		
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and To Ensure Security							
3.8	Electronic Data Collection and Dissemination	Timeliness Relevance Accuracy	In each year: <ul style="list-style-type: none"> Maintain and update the international accounts Web site. Maintain and update the electronic reporting system (eFile) to maintain an eFile rate of 80%. 				
Strategic Objective: EMPLOYEES							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
3.9	Cross Divisional Teams	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement approved recommendations of the best practices review teams for improving communications and data handling. 	<ul style="list-style-type: none"> Use cross-divisional teams to review best practices related to seasonal adjustment and survey editing procedures to develop new checklists for obtaining OMB clearance for BEA surveys. 	<ul style="list-style-type: none"> In each year, use cross-divisional teams to work on special or ongoing projects, as appropriate. 		
3.10	Hiring and Succession Planning	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, develop staffing plans for timely replacement or reconfiguration of staff. 				
3.11	Staff Professional Development	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue to expand developmental opportunities for staff, such as participation in outside training including the National Association for Business Economics (NABE) professional development seminars, Academy of International Business meetings, and the International Association of Research on Income and Wealth General Conference. Encourage participation in Bureau-wide activities, such as seminars and training. 	<ul style="list-style-type: none"> Continue to expand opportunities for staff to complete training, particularly, training on seasonal adjustment, leadership, and plain writing. Prioritize opportunities and venues for participation in professional meetings. 	In each year: <ul style="list-style-type: none"> Continue to expand developmental opportunities for staff, such as outside training, presentations, committee service, and assignments in new areas. Encourage participation in Bureau-wide activities, such as seminars and training. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: EMPLOYEES							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
3.12	International Accounts Training Program	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Expand international accounts course to include content on data collection methods. 	<ul style="list-style-type: none"> Conduct international accounts training course on an ongoing basis, making improvements and additions to the program as needed for staff development. 			
Strategic Goal: Sustain and Enhance BEA's Internal Communications							
3.13	Internal Communications	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement best practices team recommendations for improvements to communication and knowledge transfer. Develop a matrix of project teams to improve communication of workflows and outputs. 	<ul style="list-style-type: none"> Update and further develop a matrix of project teams to improve communication of workflows and outputs. Expand the use of BEA's Intranet to provide more accessible management information. 	<ul style="list-style-type: none"> In each year, continue to identify methods to improve internal communications. 		
Strategic Objective: MANAGEMENT							
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning							
3.14	Coordinate Implementation of New International Standards	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue to monitor implementation of new international standards. As a member of the Interagency Task Force on Statistics of International Trade in Services, lead in the preparation of a compilation guide on trade in services statistics. Provide comments on the content and structure of the compilation guides being developed to assist nations with implementing new international statistical standards. Contribute to a paper on harmonizing the balance of payments data on direct investment with the data on the activities of multinational enterprises being drafted by the OECD's Working Group on International Investment Statistics. Contribute to a handbook on global production being drafted by the UNECE's Task Force on Global Production. 	<ul style="list-style-type: none"> Continue to monitor implementation of new international standards. As a member of the Interagency Task Force on Statistics of International Trade in Services, lead in the preparation of a compilation guide on trade in services statistics. Provide comments on the content and structure of the compilation guides being developed to assist nations with implementing new international statistical standards. Contribute to a paper on harmonizing the balance of payments data on direct investment with the data on the activities of multinational enterprises being drafted by the OECD's Working Group on International Investment Statistics. Contribute to a handbook on global production being drafted by the UNECE's Task Force on Global Production. 	<p>In each year:</p> <ul style="list-style-type: none"> Continue to monitor implementation of new international standards. Continue to contribute to the work of international organizations involved with the implementation of statistical standards and related research. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Strategic Objective: STATISTICS								
Strategic Goal: Continue to Update Priority Statistics								
3.15	International Transactions Accounts (ITAs)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2011 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2012 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2013 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2014 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2015 and revised annual and quarterly statistics for earlier years subject to revision. 	
3.16	International Investment Position (IIP) Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release 2011 and revised annual statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release 2012 and revised annual statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release 2013 and revised annual statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release 2014 and revised annual statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release 2015 and revised annual statistics for earlier years subject to revision. 	
3.17	Financial and Operating (F&O) Data	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2010. 	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2011. 	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2012. 	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2013. 	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2014. 	
3.18	International Services	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release 2011 and revised annual statistics on international services transactions. 	<ul style="list-style-type: none"> Prepare and release 2012 and revised annual statistics on international services transactions. 	<ul style="list-style-type: none"> Prepare and release 2013 and revised annual statistics on international services transactions. 	<ul style="list-style-type: none"> Prepare and release 2014 and revised annual statistics on international services transactions. 	<ul style="list-style-type: none"> Prepare and release 2015 and revised annual statistics on international services transactions. 	
3.19	Trade in Goods and Services	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, prepare and release monthly statistics on trade in goods and services jointly with the Census Bureau. 					
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements								
3.20	(NEW) Accelerated Release of Monthly Trade in Goods and Services Release	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Establish a working group with the Census Bureau and develop plans and processes for accelerating the monthly trade release by an average of 5 days. 	<ul style="list-style-type: none"> Complete the development and testing of processes for accelerating the monthly trade release by an average of 5 days. Begin production, with a target date of March 2013 for the first accelerated release. 	<ul style="list-style-type: none"> In each year, continue to release monthly trade in goods and services on an accelerated schedule. 			
3.21	Research and Improve Estimates of International Services	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue to evaluate credit card data as a source for constructing travel statistics in the ITAs. Make recommendations for use of credit card data in future years. 	<ul style="list-style-type: none"> Review and assess recommendations for use of credit card data for travel statistics in the ITAs. Research improved estimation methods for measuring medical services in the ITAs. Explore the use of econometric techniques to evaluate undercoverage on services surveys. 	<ul style="list-style-type: none"> Prepare and release quarterly travel statistics based on approved methodology. If feasible and source data exist, implement revised method for measuring medical services in the ITAs. 	<ul style="list-style-type: none"> In each year, continue to identify potential improvements related to services. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Strategic Objective: STATISTICS								
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements								
3.22	Quarterly Surveys of International Services Transactions	Timeliness Relevance Accuracy		<ul style="list-style-type: none"> Align quarterly selected services and intellectual property transactions with the results of the 2011 benchmark survey. Redesign quarterly survey of selected services and intellectual property to incorporate improvements from 2011 benchmark survey. 		<ul style="list-style-type: none"> Align quarterly insurance transactions with the results of the 2013 benchmark survey. 	<ul style="list-style-type: none"> Align quarterly financial services transactions with the results of the 2014 benchmark survey. 	
3.23	Benchmark Surveys of International Services Transactions	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Conduct redesigned benchmark survey of selected services and intellectual property for 2011. 	<ul style="list-style-type: none"> Design benchmark survey of insurance for 2013. Incorporate the results of the 2011 benchmark survey of selected services and intellectual property into the ITAs. 	<ul style="list-style-type: none"> Conduct redesigned benchmark survey of insurance for 2013. Design benchmark survey of financial services for 2014. 	<ul style="list-style-type: none"> Conduct redesigned benchmark survey of financial services for 2014. Incorporate the results of the 2013 benchmark survey of insurance into the ITAs. 	<ul style="list-style-type: none"> Design benchmark survey of selected services and intellectual property for 2016. 	
3.24	(NEW) Quarterly Surveys of Direct Investment	Timeliness Relevance Accuracy		<ul style="list-style-type: none"> Align quarterly outward direct investment transactions with the results of the 2009 benchmark survey of U.S. direct investment abroad. 			<ul style="list-style-type: none"> Align quarterly inward direct investment transactions with the results of the 2012 benchmark survey of foreign direct investment in the United States. 	
3.25	(NEW) Annual Surveys of Direct Investment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Begin design of 2013 annual survey of foreign direct investment in the United States; incorporate improvements from 2012 benchmark survey. 	<ul style="list-style-type: none"> Finalize design of 2013 annual survey of foreign direct investment in the United States. 	<ul style="list-style-type: none"> Begin design of 2015 annual survey of U.S. direct investment abroad; incorporate improvements from 2014 benchmark survey. 	<ul style="list-style-type: none"> Finalize design of 2015 annual survey of U.S. direct investment abroad. 		
3.26	(NEW) Benchmark Surveys of Direct Investment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Roll out redesigned 2012 benchmark survey of foreign direct investment in the United States with new early filing option. 	<ul style="list-style-type: none"> Conduct redesigned 2012 benchmark survey of foreign direct investment in the United States. Begin design of 2014 benchmark survey of U.S. direct investment abroad. 	<ul style="list-style-type: none"> Finalize design of 2014 benchmark survey of U.S. direct investment abroad. 	<ul style="list-style-type: none"> Conduct redesigned 2014 benchmark survey of U.S. direct investment abroad. 	<ul style="list-style-type: none"> Begin design of 2017 benchmark survey of foreign direct investment in the United States. 	
3.27	Utilize Statistical Sampling Techniques	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, refine and adjust sampling techniques, as necessary given available program resources. 					

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: STATISTICS							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
3.28	(RENAMED) International Investment Position (IIP) Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Finalize methodology for producing quarterly IIP statistics. Prepare internal experimental estimates of quarterly IIP. Make changes to processing systems as needed to prepare for the implementation of quarterly IIP. 	<ul style="list-style-type: none"> Prepare and release quarterly IIP statistics. Research improved estimation methods for calculating market value direct investment position statistics. 	<ul style="list-style-type: none"> Continue to prepare and release quarterly IIP statistics. If feasible, implement revised method for calculating market value direct investment position statistics. 	<ul style="list-style-type: none"> In each year, prepare and release quarterly IIP statistics. 	
3.29	Cognitive Redesign of Surveys	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement the redesigned quarterly survey of foreign direct investment in the United States and evaluate its effectiveness using feedback from survey respondents. 	<ul style="list-style-type: none"> In each year, continue to extend survey design improvements to other BEA surveys, as appropriate and as resources permit. 			
3.30	Interagency Data Sharing Projects	Timeliness Relevance Accuracy	<p>Conduct data-sharing projects, to include:</p> <ul style="list-style-type: none"> linking BEA data on R&D of multinational companies with Census Bureau data on R&D for all U.S. companies for 2008. linking BEA data on U.S. parent companies to BLS occupational data; publish initial findings. linking BEA data on U.S. affiliates of foreign companies to data from the Census Bureau's 2007 Economic Census. 	<p>Conduct data-sharing projects, to include:</p> <ul style="list-style-type: none"> linking BEA data on R&D of multinational companies with Census Bureau data on R&D for all U.S. companies for 2009. linking BEA data on U.S. parent companies to BLS occupational data. linking BEA data on U.S. affiliates of foreign companies to data from the Census Bureau's 2007 Economic Census. 	<ul style="list-style-type: none"> In each year, continue to support and conduct data sharing projects. 		
3.31	(RENAMED) Research and Improve Estimates of Transfers	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement revised method for measuring personal transfers in the ITAs using the Current Population Survey. Research new estimation methods for measuring gaps in the ITAs, such as penalties imposed on corporations. 	<ul style="list-style-type: none"> If feasible and source data exist, implement new method for measuring penalties imposed on corporations in the ITAs. Research improved estimation methods for measuring withholding taxes in the ITAs. Investigate the feasibility of mandatory reporting on BEA's survey of overseas grants and donations by U.S. corporations and other private organizations and seek OMB approval. 	<ul style="list-style-type: none"> If feasible and source data exist, implement revised method for measuring withholding taxes in the ITAs. If feasible, implement mandatory reporting on BEA's survey of overseas grants and donations by U.S. corporations and other private organizations. 	<ul style="list-style-type: none"> In each year, continue to identify potential data improvements related to transfers. 	

INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: STATISTICS							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
3.32	Address Data Gaps in the Financial Account	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue to work with Federal Reserve Board and Department of Treasury to close gaps in the financial account. Investigate the mechanism for reporting of hedge funds on BEA and Treasury Department investment surveys to ensure complete and nonoverlapping coverage. Evaluate the magnitude of existing gaps in the financial account including insurance technical reserves, pension entitlements, and provisions for calls under standardized loan guarantees. 	<ul style="list-style-type: none"> Clarify instructions for hedge fund reporting as appropriate. Research potential data sources and estimation methods for measuring insurance technical reserves. 	<ul style="list-style-type: none"> If feasible and source data exist, implement new method for measuring insurance technical reserves in the ITAs and the IIP accounts. 		<ul style="list-style-type: none"> In each year, continue to evaluate potential data gaps in the financial account.
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts							
3.33	Improve Integration of International Accounts With National and Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Provide industry accounts staff with detailed information on international accounts methodologies and source data to support the development of quarterly GDP by industry statistics. Develop a system for quarterly data transfer between BPD and the industry accounts to support the development of quarterly GDP by industry statistics. 	<ul style="list-style-type: none"> Incorporate data transfers between BPD and the National and industry accounts into the new processing framework. 			<ul style="list-style-type: none"> Continue to improve integration of international accounts with national and industry accounts.

INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: STATISTICS							
Strategic Goal: Improve Consistency With International Standards							
3.34	Implement New International Standards and Other Changes	Relevance Accuracy	<ul style="list-style-type: none"> Identify improvements to the international accounts recommended in the 6th edition of the IMF <i>Balance of Payments and International Investment Position Manual</i> (BPM6) and the 4th edition of the OECD <i>Benchmark Definition of Foreign Direct Investment</i> that can be implemented during the annual revision of the ITAs and IIP. Implement approved changes. 	<ul style="list-style-type: none"> Identify additional changes that can be implemented during the annual revision of the ITAs and IIP. Implement approved changes. 	<ul style="list-style-type: none"> Identify additional changes that can be implemented during the annual revision of the ITAs and IIP. Implement approved changes. Introduce a new presentation of the international accounts based on BPM6. 	<ul style="list-style-type: none"> In each year, continue to develop methods for introducing improvements to the international accounts recommended in BPM6 that could not be implemented by 2014. 	
3.35	International Data Submissions	Relevance Accuracy	<ul style="list-style-type: none"> Prepare balance of payments, IIP, services, and direct investment statistics to submit to the IMF and OECD. Prepare balance of payments and IIP statistics on a BPM6 basis and submit to the IMF for their conversion to BPM6. 	<ul style="list-style-type: none"> In each year, prepare balance of payments, IIP, services, and direct investment statistics to submit to the IMF and OECD. 			
Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs							
3.36	Modernization and Maintenance of IT Systems for International Accounts	Timeliness Relevance Accuracy	<p>Work with staff from OCIO to:</p> <ul style="list-style-type: none"> Complete the initial system for top level aggregation of international transactions accounts statistics including auditing and begin parallel processing. Enhance the new central system used in production for aggregation and suppression of the annual survey of foreign direct investment in the United States. Move processing of quarterly direct investment surveys into the new system and begin parallel processing. Move aggregation, suppression, and publication processing of annual survey of U.S. direct investment abroad into new system and begin parallel processing. Design and develop a prototype of the new cross-survey data validation system. 	<p>Work with staff from OCIO to:</p> <ul style="list-style-type: none"> Continue parallel processing ITAs estimation. Begin parallel processing international investment position and trade in goods and services estimation. Expand central system to incorporate the following capabilities: cross-survey data validation, online survey edit engine, and entity tracking and logging system. Continue parallel processing of quarterly direct investment surveys; target end of fiscal year for moving production to new system. Move universe estimation processing of annual survey of U.S. direct investment abroad into new system and continue parallel processing. 	<p>Work with staff from OCIO to:</p> <ul style="list-style-type: none"> Continue parallel processing ITAs, international investment position, and trade in goods and services estimation. Add support for new presentation of the ITAs and IIP to be consistent with new international standards. Implement new central system into production. Move annual survey of U.S. direct investment abroad production to new system. 	<ul style="list-style-type: none"> In each year, work with staff from OCIO to modernize and maintain the IT systems for the international accounts and related survey processing systems (see also milestones 7.32–7.34). 	

REGIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
4.1	External Communication Enhancements for the Regional Program	Relevance	In each year: <ul style="list-style-type: none"> • Present new developments and updates at regional economic conferences. • Develop partnerships with additional customer groups. 				
4.2	User Handbook and Help Files	Relevance	<ul style="list-style-type: none"> • Make available <i>RIMS II User Handbook</i> on BEA Web site. • Develop additional FAQs to support data releases as needed. 	In each year: <ul style="list-style-type: none"> • Update documents on methodology and help topics as needed. • Develop additional FAQs to support data releases as needed. 			
Strategic Goal: Emphasize Two-Way Communication							
4.3	RIMS Online Systems	Relevance	In each year: <ul style="list-style-type: none"> • Monitor customer feedback on RIMS systems. • Implement changes as needed. 				
4.4	Manage Interdivisional and Interagency Communications	Relevance	In each year: <ul style="list-style-type: none"> • Engage in Bureau-wide committees. • Participate in interagency meetings with Census Bureau, IRS, BLS, and other statistical agencies. • Communicate with other statistical agencies about BEA's data or product needs and respond to their requests for information. • Prepare regional biweekly reports to share with BEA Directorates. • Work with OCIO and Communications Division staff to prepare for emergency and COOP planning. 				
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security							
4.5	Mapping and Graphics	Timeliness Relevance Accuracy	In each year: <ul style="list-style-type: none"> • Monitor user feedback and new developments in mapping technology. • Modify mapping products and graphics applications as appropriate. • If feasible, promote the applications through training. 				
4.6	Data Dissemination Technologies	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, continue required database development as specified in the BEA IT modernization plan. 				
Strategic Objective: EMPLOYEES							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
4.7	Staff Professional Development	Timeliness Relevance Accuracy	In each year: <ul style="list-style-type: none"> • Provide staff with opportunities to develop professionally, emphasizing opportunities that develop presentation and communication skills and/or enhance understanding of economic statistics produced by other data providers. • Update and offer a basic Regional Economics course if needed. • Provide team building training to strengthen existing and/or newly organized teams as needed. 				
Strategic Objective: MANAGEMENT							
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives							
4.8	Manage IT Infrastructure	Timeliness Relevance Accuracy	In each year: <ul style="list-style-type: none"> • Improve the Regional Directorate pages on BEA's Web site. • Update Web site information on estimation systems and documentation as needed. • Provide IT training to staff to keep up with new technology. • Monitor performance of integrated RIMS estimation and Web ordering and delivery system, making changes as needed. 				

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: STATISTICS							
Strategic Goal: Continue to Update Priority Statistics							
4.9	Annual State Personal Income (SPI) Including Disposable SPI	Timeliness Relevance Accuracy	• In each year, prepare and release annual SPI statistics for the previous year.				
4.10	Annual/ Benchmark Gross Domestic Product (GDP) by State	Timeliness Relevance Accuracy	• In each year, prepare and release annual GDP by state statistics for the previous year.				
4.11	Quarterly SPI	Timeliness Relevance Accuracy	• In each year, prepare and release quarterly SPI statistics.				
4.12	Annual Local Area Personal Income (LAPI)	Timeliness Relevance Accuracy	• Prepare and release annual 2010 LAPI statistics with NAICS subsector industries and new area definitions.	• Prepare and release annual 2011 LAPI statistics with NAICS subsector industries and new area definitions on an accelerated schedule.	• In each year, prepare and release annual LAPI statistics with NAICS subsector industries and new area definitions 10 months after the end of the previous year.		
4.13	Regional Input Output Multipliers	Timeliness Relevance Accuracy	• In each year, incorporate the national annual I-O table and local area data for the third prior year.				
4.14	Annual/Benchmark Gross Domestic Product (GDP) by Metropolitan Area	Timeliness Relevance Accuracy	• In each year, prepare and release GDP by metropolitan area statistics.				
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
4.15	Accelerated Release of County Level Personal Income and Components	Timeliness Relevance Accuracy	• Complete the development and testing of the processes to accelerate county personal income and, if feasible, begin production; targeting early FY 2013 for the release of 2011 county-level personal income.	• If feasible, release county-level personal income for 2011 early in FY 2013.	• In each year, assuming source data continue to be timely and available, release county-level income statistics on an accelerated schedule.		
4.16	New Source Data for Regional GDP and Personal Income Estimates	Timeliness Relevance Accuracy	• In each year, research possible new sources of data to improve the accuracy of the regional GDP and personal income statistics and incorporate new data whenever feasible.				
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics							
4.17	Research on Supplemental Pension Accounts, by State	Relevance Accuracy	• Review quality of source data for all available years. • Begin production of experimental accrual estimates of defined benefit pensions, by state.	• Review and report on the quality of experimental accrual estimates of defined benefit pensions, by state. • Prepare a benchmark proposal for accrual-based pension estimates by state, to supplement the regional accounts.	• If the proposal is approved, incorporate accrual-based pension estimates by state, in the regional comprehensive revision.		

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: STATISTICS							
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics							
4.18	State Personal Consumption Expenditures (PCE)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue development of prototype estimates. 	<ul style="list-style-type: none"> Complete development and release prototype estimates. Begin evaluation of prototype estimates. 	<ul style="list-style-type: none"> Complete evaluation of prototype estimates and, assuming evaluation is positive, develop and release updated estimates as a permanent addition to the regional statistics 		
4.19	Revised BEA Economic Areas	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Develop a research report on data and methodology that can be used to redefine the BEA economic areas. Continue to monitor user feedback on current methodology. 	<ul style="list-style-type: none"> If research shows feasibility, begin working on revising BEA economic areas. 	<ul style="list-style-type: none"> If feasible, finalize the revised BEA economic areas. Release the revised BEA economic areas. 	<ul style="list-style-type: none"> Monitor user feedback on current methodology. Document data sources and new methodologies to be used to redefine BEA economic areas. 	
4.20	Regional Estimation of Research & Development Investment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Revise methodology as required. Begin preparation of measures of R&D activity in GDP by state and metropolitan area statistics. 	<ul style="list-style-type: none"> Release prototype measures of R&D activity included in GDP by state and metropolitan area statistics. 	<ul style="list-style-type: none"> Incorporate measures of R&D activity into GDP by state and metropolitan area statistics. 		
4.21	Quarterly GDP by State Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue collaborating with industry Directorate staff to research possible methodologies for developing quarterly GDP by state statistics. 	<ul style="list-style-type: none"> If feasible, produce prototype quarterly GDP by state statistics. Evaluate prototype statistics for quality and reliability. 	<ul style="list-style-type: none"> Contingent on results of evaluation and user feedback, begin producing quarterly GDP by state statistics three months after the release of quarterly GDP by industry statistics. 	<ul style="list-style-type: none"> Based on continued availability of quarterly GDP by Industry statistics, continue producing quarterly GDP by state statistics three months after the release of quarterly GDP by industry statistics. 	
4.22	Price Adjusted Personal Income Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Complete development and release experimental price-adjusted statistics of state and metropolitan area personal income for 2006–2010. Evaluate feasibility of using additional private-sector data for estimates of owner-occupied housing price levels. 	<ul style="list-style-type: none"> Evaluate experimental statistics Contingent on results of evaluation and user feedback, begin producing prototype annual estimates of state and metropolitan area personal income adjusted for regional prices. 	<ul style="list-style-type: none"> In each year, continue producing annual estimates of state and metropolitan area personal income adjusted for regional prices. 		

OFFICE OF THE CHIEF STATISTICIAN

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Strategic Objective: STATISTICS								
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements								
5.1	Program Support	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Expand data sharing opportunities with the Census Bureau and BLS. Work with the Internal Revenue Service on accessing more tax data. 					
5.2	Maintenance and Improvement of Source Data	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Work with Census Bureau to expand data collection and special tables in indicator programs and various surveys which include services, trade surveys, manufacturing, governments, and enterprise data. 					
5.3		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, review NAICS for future changes. 					
5.4		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue development of NAPCS. 					
5.5		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue working with Census Bureau to provide thorough reviews and detailed comments as well as to request additional data items in the economic surveys and Economic Census to improve BEA estimates. This includes providing feedback and recommendations for changes to forms and coverage for survey programs in several divisions, including the Services Sector Statistics Division, the Manufacturing and Construction Division, the Governments Division, the Company Statistics Division, and the Economic Planning and Coordination Group. 					
5.6	Maintaining Quality of Estimates; Support of Statistical Programs	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Maintain information under the IQG and address any concerns. Review and respond to the Federal Register Notices issued by source data providers about collected data. Respond to requests for comment from United Nations Statistical Division (UNSD), Organisation of Economic Co-operation and Development (OECD) and other international statistical entities. 					

OFFICE OF THE CHIEF ECONOMIST

Strategic Objective: CUSTOMERS								
Strategic Goal: Expand External Communications and Outreach Efforts								
5.7	External Sessions	Relevance	<ul style="list-style-type: none"> Organize sessions to showcase recent BEA research, such as sessions at ASSA, IARIW, and National Bureau of Economic Research (NBER). 					
5.8	Establish Relationships With the Research Community	Relevance	<ul style="list-style-type: none"> Maintain contacts with the research community. When the budget allows, fund research related to BEA program areas. Manage ASA/BEA/NSF Fellowship program to support work related to BEA's mission. 					
Strategic Objective: EMPLOYEES								
Strategic Goal: Sustain and Enhance BEA's Internal Communications								
5.9	Research	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Support and foster research across BEA, working jointly with program staff. Encourage and implement opportunities to develop staff knowledge of BEA's research agenda. Provide BEA staff with opportunities to expand analytical tools and gain familiarity with new techniques in academia. 					
Strategic Objective: STATISTICS								
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics								
5.10	Conduct Research for Innovation Satellite Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Complete research on price indexes and other assumptions underlying the R&D satellite account. 					
5.11	Conduct Research for Health Satellite Account	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Complete construction of a prototype satellite account for health care spending. 	<ul style="list-style-type: none"> Complete construction of a prototype industry account for medical care industries. 	<ul style="list-style-type: none"> Complete construction of a prototype regional account for medical care industries. 	<ul style="list-style-type: none"> Publish a <i>Survey of Current Business</i> article that reviews alternative methods for accounting for improved outcomes from medical care. 	<ul style="list-style-type: none"> Integrate estimates based on claims data into the prototype accounts. 	
<ul style="list-style-type: none"> Conduct research on the usefulness of claims data for the construction of price indexes for medical care spending. Assess usefulness of available data sources for the construction of historical estimates of spending by disease and price indexes. Study alternative methods available for accounting for changes in the outcomes of medical treatments. 								

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
6.1	Public Web Site	Relevance	<ul style="list-style-type: none"> • In each year, implement improvements identified in the previous year's Web site Customer Satisfaction Survey and ASCI scores. • In each year, conduct ongoing content and design updates for BEA's Web site. 				
6.2		Relevance	<ul style="list-style-type: none"> • Implement BEA blog and Twitter accounts. • Develop and incorporate suggested iTables changes from program areas. • Retire legacy mapping applications and legacy graphing applications. • Launch new processes and new software to support ESS and other communications efforts. 	<ul style="list-style-type: none"> • Develop multiyear vision and roadmap for BEA site with Web steering committee. • Implement BEA Facebook and YouTube accounts. • Refine iTables user functionality-based feedback and suggest future roadmap to steering committee. • Formulate plans for news release standards for Web site presentation. • Formulate plans for new BEA Digital Library. • Formulate plans for Dashboard of Web statistics. • Schedule site audit using ACSI resources. 	<ul style="list-style-type: none"> • Implement multiyear vision and roadmap for BEA site with Web steering committee. • Incorporate social media improvements and develop additional social media outlets. • Refine iTables user functionality-based feedback and suggest future roadmap to steering committee. • Implement plans for news release standards for Web site presentation. • Implement plans for new BEA Digital Library. • Implement plans for Dashboard of Web statistics. • Formulate plans in response to site audit from ACSI. 	<ul style="list-style-type: none"> • Refine multiyear vision and roadmap for BEA site with Web steering committee. • Refine social media improvements based on feedback. • Refine iTables user functionality-based feedback and suggest future roadmap to steering committee. • Refine news release Web standards based on feedback with program areas. • Refine BEA Digital Library based on feedback. • Refine plans for Dashboard of Web statistics based on feedback. • Implement plans in response to site audit from ACSI. 	
6.3	Survey of Current Business	Relevance	<ul style="list-style-type: none"> • In each year, provide design expertise for all charts, tables, and ads printed in the <i>Survey of Current Business (SCB)</i>. • In each year, manage the production and posting of the <i>Survey of Current Business</i> online. • In each year, provide editorial oversight on all <i>Survey of Current Business</i> articles. • In each year, manage the Central Publishing System (CPS) and develop new features as necessary. 				
6.4		Relevance	<ul style="list-style-type: none"> • Implement in-house historical <i>SCB</i> archive. • Implement new feature to highlight BEA Briefings and Research Spotlights. • Refined search options, based on new technology/service provider. 	<ul style="list-style-type: none"> • Publish additional BEA Briefings and Research Spotlights. • Publish more nontraditional content. • Refine online presentation. • Explore alternate presentations. 	<ul style="list-style-type: none"> • Contract with vendor for study of <i>SCB</i> users. 	<ul style="list-style-type: none"> • Implement ideas from vendor study of <i>SCB</i> users as appropriate. 	

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Strategic Objective: CUSTOMERS								
Strategic Goal: Expand External Communications and Outreach Efforts								
6.5	Publication, Editorial, and Graphic Design Activities	Relevance	<ul style="list-style-type: none"> Produce and maintain additional BE forms (BE-12). Produce "style guide" for BEA employees producing press releases, one pagers and Web content. Manage Plain Language Act initiatives. Develop editorial guidelines for BEA social media. 	<ul style="list-style-type: none"> In all years, produce and maintain all BE forms. 				
			<ul style="list-style-type: none"> Produce and maintain additional BE forms. Create formal schedule to transition production of all BE forms. Formulate plans to harmonize all BEA press releases, offline and online. 	<ul style="list-style-type: none"> Implement plans to harmonize all BEA press releases, offline and online. 	<ul style="list-style-type: none"> Refine plans to harmonize all BEA press releases based on feedback. 			
			<ul style="list-style-type: none"> In each year, manage production, editing, and desktop publishing of all tables, charts, texts, and graphics for agency print and online publications and documents, including social media. In each year, continue to provide press release support, managing production of GDP release tables for online posting. In each year, author, edit, and publish blog content. In each year, produce and/or edit the BEA Customer Guide and other marketing documents. 					
6.6	Customer Satisfaction Survey	Relevance	<ul style="list-style-type: none"> In each year, evaluate the results of the previous year's Customer Satisfaction Survey and develop action plan in response. In each year, conduct the Customer Satisfaction Survey. 					
6.7	Expanded Media and Outreach Activities	Relevance	<ul style="list-style-type: none"> In each year, manage and enhance the nationwide media coverage for BEA through targeted advisories and briefings. 					
6.8	Expanded Media and Outreach Activities	Relevance	<ul style="list-style-type: none"> In each year, create the following year's conference schedule to integrate program area outreach efforts. In each year, plan and execute the twice-a-year BEA Advisory Committee Meetings. In each year, plan and execute special events aimed at journalists, influential private sector economists, and other stakeholders. In each year, coordinate with the Department's OPA, IGA, and legislative affairs unit on Department-wide issues. On a rotating basis, host FESAC meetings. In all years, support recruiting and career fair programs. 					
6.9		Relevance	<ul style="list-style-type: none"> Develop new outreach content optimized for social media (blogs, advisories, etc.). Launch new projects and initiatives to more proactively influence top journalists, commentators, and economists. Plan and execute IARIW conference in Boston. Launch a new internal program to train employees to better deal with the media. 	<ul style="list-style-type: none"> Continue to develop content for social media. Refine programs to proactively influence journalists and constituents. Provide additional internal media training programs to more employees, including those not authorize to speak to the media. 	<ul style="list-style-type: none"> Refine media training programs for employees. Refine programs to proactively influence journalists and constituents. 	<ul style="list-style-type: none"> Refine media training programs for employees. Refine programs to proactively influence journalists and constituents. 		

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Strategic Objective: CUSTOMERS								
Strategic Goal: Sustain and Enhance BEA's Internal Communications								
6.10	Internal Communications	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Research BEA customer service databases, work with OCIO on implementation issues. Implement Intranet redesign (BEAnet) using new content management software. Develop new processes and new technologies to deliver daily news clips. Formulate plans for internal social media tools and content. 	<ul style="list-style-type: none"> Develop databases in conjunction with program areas and OCIO. Incorporate improvements to CARS and calendaring systems using new Intranet system. Formulate plans to launch Brown Bag internal communications series. Launch internal social media tools with enhanced, original content, including an internal blog and an online newsletter. Develop comprehensive internal communications plan. 	<ul style="list-style-type: none"> Implement databases in conjunction with program areas and OCIO. Implement plans to launch Brown Bag internal communications series. Refine internal social media tools based on feedback. Implement comprehensive internal communications plan. 	<ul style="list-style-type: none"> Refine databases in conjunction with program areas and OCIO. Refine Brown Bag series based on feedback. Refine internal social media tools based on feedback. Refine comprehensive internal communications plan. 		
6.11					<ul style="list-style-type: none"> In each year, conduct ongoing content and design updates for BEA Intranet site. In each year, support all CFC efforts. 			
6.12			Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, manage the production and distribution of the in-house daily News Clips and quarterly BEA Details newsletter. 				
6.13	Meetings	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, manage Bureau-wide meetings and events, including the Academic Seminars, Children's Art Contest, teleconferences, and special roll outs. 					
Strategic Objective: EMPLOYEES								
Strategic Goal: Assess and Improve BEA's Organizational Climate								
6.14	Organizational Assessment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Present and review results of 2010 OAS. Change Committees present their report to Executive Staff. Conduct 2012 Federal Employee Viewpoint Survey (FEVS). 	<ul style="list-style-type: none"> Implement 2010 OAS results (available August 2012). Analyze 2012 FEVS data (expected FY2013:1). Determine 2012 FEVS challenge areas. Establish 2012 FEVS Change Committees (if any). Conduct 2013 FEVS. 	<ul style="list-style-type: none"> Implement 2012 FEVS Change Committee results. Analyze 2013 FEVS data. Determine 2013 FEVS challenge areas. Establish 2013 FEVS Change Committees (if any). Conduct 2014 FEVS. 	<ul style="list-style-type: none"> Implement 2013 FEVS Change Committee results. Analyze 2014 FEVS data. Determine 2014 FEVS challenge areas. Establish 2014 FEVS Change Committees (if any). Conduct 2015 FEVS. 	<ul style="list-style-type: none"> Implement 2014 FEVS Change Committee results. Analyze 2015 FEVS data. Determine 2015 FEVS challenge areas. Establish 2015 FEVS Change Committees (if any). Conduct 2016 FEVS. 	

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Milestone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: EMPLOYEES							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
6.15	Workforce Development	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Conduct Annual Training Needs Assessment. Develop customized division-specific courses. Implement Supervisory Track for Mentoring Program. Implement Leadership Training Series. 	<ul style="list-style-type: none"> Conduct Annual Training Needs Assessment. Implement CLC courses. Evaluate the Supervisory Track for Mentoring Program. 	<ul style="list-style-type: none"> Conduct Annual Training Needs Assessment. Analyze Level 2&3 Evaluation of Training. 	<ul style="list-style-type: none"> Conduct Annual Training Needs Assessment. Implement Level 2&3 Evaluation of Training. 	<ul style="list-style-type: none"> Conduct Annual Training Needs Assessment. Analyze Level 2&3 Evaluation of Training.
6.16	Workforce Management	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Evaluate hiring processes and time to hire against the 80-day hiring reform timeline. Evaluate Incentive Awards Program. Evaluate DOC HR Management System for Workforce Management. Evaluate DOC Pay for Performance system. 	<ul style="list-style-type: none"> Implement improvements to hiring processes/time to hire against the 80-day hiring timeline. Implement Intern Program under Pathways. Implement DOC HR Management system. Implement DOC Pay for Performance system. Implement improvements to Incentive Awards Program. Evaluate Telework initiatives. 	<ul style="list-style-type: none"> Evaluate hiring processes/time to hire against the 80-day hiring timeline. Evaluate Intern Program under Pathways. 	<ul style="list-style-type: none"> Implement improvements to hiring processes and time to hire against the 80-day hiring reform timeline. Implement improvements to the Intern Program under Pathways. 	<ul style="list-style-type: none"> Evaluate hiring processes/time to hire against the 80-day hiring timeline. Evaluate Intern Program under Pathways.

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: EMPLOYEES							
Strategic Goal: Sustain and Enhance Workforce Safety and Security							
6.17	Security Programs	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Conduct annual review of OEP, identify and implement improvements. Overhaul and deliver security briefings for senior leaders and BEA staff. Conduct one (1) Shelter-in-place and one (1) Evacuation/ Fire Drill. Conduct security-related training for senior leaders and staff members. Evaluate the effectiveness of security programs to ensure safety of the workforce and security of Bureau assets and identify processes to be improved. Conduct internal ATRA of BEA primary operating facility. 	<ul style="list-style-type: none"> Conduct annual review of OEP, identify and implement improvements. Conduct one (1) Shelter-in-place and one (1) Evacuation/ Fire Drill. Conduct security-related training for senior leaders and staff members. Evaluate the effectiveness of security programs to ensure safety of the workforce and security of Bureau assets and identify processes to be improved. Schedule ATRA for BEA primary operating facility with DOC/OSY. Conduct internal ATRA for both COOP sites. 	<ul style="list-style-type: none"> Conduct annual review of OEP, identify and implement improvements. Conduct one (1) Shelter-in-place and one (1) Evacuation/ Fire Drill. Conduct security-related training for senior leaders and staff members. Evaluate the effectiveness of security programs to ensure safety of the workforce and security of Bureau assets and identify processes to be improved. 	<ul style="list-style-type: none"> Conduct annual review of OEP, identify and implement improvements. Conduct one (1) Shelter-in-place and one (1) Evacuation/ Fire Drill. Conduct security-related training for senior leaders and staff members. Evaluate the effectiveness of security programs to ensure safety of the workforce and security of Bureau assets and identify processes to be improved. 	<ul style="list-style-type: none"> Conduct annual review of OEP, identify and implement improvements. Conduct one (1) Shelter-in-place and one (1) Evacuation/ Fire Drill. Conduct security-related training for senior leaders and staff members. Evaluate the effectiveness of security programs to ensure safety of the workforce and security of Bureau assets and identify processes to be improved. Schedule ATRA for BEA primary operating facility with DOC/OSY. Conduct internal ATRA for both COOP sites.
6.18	Safety, Health, and Worklife Balance Programs	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Conduct safety inspection of BEA primary operating facility. Conduct quarterly Health & Wellness presentations for employees. Complete annual Wellness report. Complete annual OSHA report. Evaluate the effectiveness of safety, health, and worklife balance programs and identify process to be improved. 	<ul style="list-style-type: none"> Execute supervisory safety training. Conduct safety inspection of BEA primary operating facility. Conduct quarterly Health & Wellness presentations for employees. Complete annual Wellness report. Complete annual OSHA report. Evaluate the effectiveness of safety, health, and worklife balance programs and identify process to be improved. 	<ul style="list-style-type: none"> Execute supervisory safety training. Conduct safety inspection of BEA primary operating facility. Conduct quarterly Health & Wellness presentations for employees. Complete annual Wellness report. Complete annual OSHA report. Evaluate the effectiveness of safety, health, and worklife balance programs and identify process to be improved. 	<ul style="list-style-type: none"> Execute supervisory safety training. Conduct safety inspection of BEA primary operating facility. Conduct quarterly Health & Wellness presentations for employees. Complete annual Wellness report. Complete annual OSHA report. Evaluate the effectiveness of safety, health, and worklife balance programs and identify process to be improved. 	<ul style="list-style-type: none"> Execute supervisory safety training. Conduct safety inspection of BEA primary operating facility. Conduct quarterly Health & Wellness presentations for employees. Complete annual Wellness report. Complete annual OSHA report. Evaluate the effectiveness of safety, health, and worklife balance programs and identify process to be improved.

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: MANAGEMENT							
Strategic Goal: Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency							
6.19	Continuity of Operations Plan (COOP)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Complete overhaul and test effectiveness of agency COOP plan. Develop MEF Workbook and initial agency risk assessment with cost analysis. Develop and test Devolution and Reconstitution Plans as part of NLE/EH12 exercise Implement COOP improvements identified in agency EH12 AAR/IP. Develop and implement training scenarios for ERG staff. 	<ul style="list-style-type: none"> Conduct annual review of all COOP-related programs and documents. Develop and implement training exercises for designated ERG staff members. Evaluate the effectiveness of COOP-related programs following NLE/EH13 as part of AAR/IP and implement identified improvements. 	<ul style="list-style-type: none"> Conduct annual review of all COOP-related programs and documents. Develop and implement training exercises for designated ERG staff members. Evaluate the effectiveness of COOP-related programs following NLE/EH14 as part of AAR/IP and implement identified improvements. 	<ul style="list-style-type: none"> Conduct annual review of all COOP-related programs and documents. Develop and implement training exercises for designated ERG staff members. Evaluate the effectiveness of COOP-related programs following NLE/EH15 as part of AAR/IP and implement identified improvements. 	<ul style="list-style-type: none"> Conduct annual review of all COOP-related programs and documents. Develop and implement training exercises for designated ERG staff members. Evaluate the effectiveness of COOP-related programs following NLE/EH16 as part of AAR/IP and implement identified improvements.
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning							
6.20	Advisory Committee Management	Timeliness Relevance Accuracy	<p>In each year, conduct a minimum of two BEA Advisory Committee meetings.</p> <ul style="list-style-type: none"> In each year, support and provide alternate hosting for two Federal Economic Statistics Advisory Committee meetings. In each year, review procedures and processes and identify opportunities for improvements and cost efficiencies. In each year, review appointment terms, ensuring both a full and balanced committee membership. In alternating years beginning with 2011, renew committee charter and balance plan. 				
Strategic Goal: Sustain and Enhance the Management of BEA's Resources							
6.21	Financial Management	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement improvements to processes or procedures, plans, and strategies. Improvements will include updates to the process or program documentation, as well as effecting changes to processes/procedures and plans directly. 	<ul style="list-style-type: none"> Track performance, analyze, and review implemented improvement plans/strategies for processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly. 	<ul style="list-style-type: none"> Develop plans/strategies for implementing improvements to processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly. 	<ul style="list-style-type: none"> Implement plans/strategies for improving processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly. 	<ul style="list-style-type: none"> Track performance, analyze, and review implemented improvement plans/strategies for processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly.
6.22	Acquisition Management	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Evaluate the effectiveness of acquisition programs and identify processes to be improved. Complete this year's milestones identified in GSA plan for lease/space options; track progress; and evaluate and update plan. 	<ul style="list-style-type: none"> Implement improvements to the acquisition programs based upon previous evaluation. Complete this year's milestones identified in GSA plan for lease/space options; Complete tasks as directed by GSA. 	<ul style="list-style-type: none"> Evaluate the effectiveness of acquisition programs and identify processes to be improved. 	<ul style="list-style-type: none"> Implement improvements to the acquisition programs based upon previous evaluation. 	<ul style="list-style-type: none"> Evaluate the effectiveness of acquisition programs and identify processes to be improved.

INFORMATION TECHNOLOGY

Milestone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: CUSTOMERS							
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security							
7.1	International Accounts	Timeliness Relevance Accuracy	• In each year, continue to enhance electronic survey data collection to reduce respondent burden and make data collection more efficient.				
7.2	Regional Accounts	Timeliness Relevance Accuracy	• In each year, support and enhance the Regional Input-Output Multiplier Web-based ordering/delivery system.				
7.3		Timeliness Relevance Accuracy	• Develop a new multi-dimensional regional income aggregation system across multiple publication types.	• In each year, support and enhance the Regional Web-based data dissemination applications, including interactive mapping.			
7.4	Web Applications	Timeliness Relevance Accuracy	• In each year, support Web applications. Upgrade as appropriate to further improve customer access to BEA data.				
7.5	Internet Support	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, provide technical support for BEA Internet infrastructure. • Support and continue to refine replacement for externally-hosted FAQ Web site. 				
Strategic Objective: EMPLOYEES							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
7.6	IT Training	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, effectively provide necessary IT Training to Bureau staff. • Continue to provide staff training in core technical skills, and to promote cross-directorate talent sharing. 				
7.7	Commercial Off The Shelf (COTS) Software	Timeliness Relevance Accuracy	• In each year, upgrade or add various COTS software as needed to support BEA analyst needs.				
Strategic Goal: Sustain and Enhance BEA's Internal Communications							
7.8	Intranet Support	Timeliness Relevance Accuracy	• In each year, support BEA Intranet home page, as needed. Maintain OCIO home page and content as needed.				
7.9	E Mail System	Timeliness Relevance Accuracy	• Complete upgrade to Exchange 2010.	• Research new messaging technologies.	• If approved, procure and implement new messaging software.	• Research new messaging technologies.	• If approved, procure and implement new messaging software.
Strategic Goal: Assess and Improve BEA's Organizational Climate							
7.10	HelpDesk	Timeliness Relevance Accuracy	• In each year, evaluate HelpDesk tracking system for possible upgrade or replacement.				
7.11		Timeliness Relevance Accuracy	• Complete OCIO customer satisfaction survey.	• Evaluate and implement appropriate suggestions from OCIO customer satisfaction survey.	• Complete OCIO customer satisfaction survey.	• Evaluate and implement appropriate suggestions from OCIO customer satisfaction survey.	• Complete OCIO customer satisfaction survey.
7.12	Voice Systems	Timeliness Relevance Accuracy	In each year, support the voice mail system.				

INFORMATION TECHNOLOGY

Milestone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: MANAGEMENT							
Strategic Goal: Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency							
7.13	Disaster Recovery Systems	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, test and upgrade disaster recovery services to meet expanding Bureau needs. Participate in Department and national disaster recovery exercises as appropriate. 				
7.14	LAN Backup System	Timeliness Relevance Accuracy	Expand LAN backup capabilities as needed to keep pace with storage needs.				
7.15	Perimeter Security/ Firewall System	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, maintain authentication and identification systems and strengthen as appropriate. 				
7.16		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, implement federal mandates such as the OMB-mandated Trusted Internet Connections to reduce the number of Internet connections and implement filtering. 				
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives							
7.17	IT Planning and Architecture	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, update information technology planning and architecture documents. Complete self-assessments to identify opportunities to update and enhance planning processes. 				
7.18	DOC CIO	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, liaison with DOC OCIO and prepare reports such as OMB's Exhibit 300 for the budget submission. Represent BEA on Commerce IT Review Board, Enterprise Architecture Advisory Group, and other departmental initiatives. 				
7.19	SCOPE	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, liaison with Statistical Community of Practice and Engagement (SCOPE) committee. 				
7.20	CLOUD	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year of plan, identify opportunities to further leverage cloud technologies within the framework of the legal and special requirements for statistical agencies. 				
7.21	IT Security	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, conduct continuous IT security monitoring, including internal and external testing to ensure IT controls are effective and operating as intended, and to identify opportunities to further strengthen the Bureau's IT security program. 				
7.22		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, review and update Risk Assessment, System Security Plan, Contingency Plan, and security policies. 				
7.23		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year of plan, conduct IT security awareness training including new employee training, annual refresher training, and role-based training for individuals with significant security responsibility. 				
Strategic Goal: Maintain Infrastructure to Ensure Reliability and Security							
7.24	Data Storage	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Expand LAN space allocations based on current need. 				
7.25	Network Bandwidth	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> If approved, upgrade internal and/or external bandwidth. 	<ul style="list-style-type: none"> Evaluate and report on internal and external bandwidth. 	<ul style="list-style-type: none"> If approved, upgrade internal and/or external bandwidth. 	<ul style="list-style-type: none"> Evaluate and report on internal and external bandwidth. 	<ul style="list-style-type: none"> If approved, upgrade internal and/or external bandwidth.
7.26	Network Servers	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Investigate and, as appropriate, enhance Internet Protocol Version 6 (IPv6) implementation. Complete migration of external components by 2012. 	<ul style="list-style-type: none"> In each year, investigate and, as appropriate, enhance Internet Protocol Version 6 (IPv6) implementation. Plan for migration of appropriate internal components by 2014. 			
7.27		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement Windows 2008:R2 on domain controllers and Web servers. Implement Secure DNS. 	<ul style="list-style-type: none"> In each year, maintain and support network servers and expand the use of virtualization as appropriate. 			

INFORMATION TECHNOLOGY

Milestone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: MANAGEMENT							
Strategic Goal: Maintain Infrastructure to Ensure Reliability and Security							
7.28	Remote Access	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Review LAN remote access capabilities for possible upgrade. Expand telework capabilities. 	<ul style="list-style-type: none"> If useful upgrades for remote access infrastructure are identified, implement them. 	<ul style="list-style-type: none"> If useful upgrades for remote access infrastructure are identified, implement them. 	<ul style="list-style-type: none"> Review LAN remote access capabilities for possible upgrade. 	<ul style="list-style-type: none"> If useful upgrades for remote access infrastructure are identified, implement them.
7.29	Technology Refresh	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Install new uninterruptible power supply (UPS) systems in the computer room. 	<ul style="list-style-type: none"> In each year, maintain UPS systems and upgrade as appropriate. 			
7.30		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement new servers in support of modernization effort as appropriate. Replace up to a third of desktops, laptops, and printers as budgeted. 	<ul style="list-style-type: none"> In each year, replace up to a third of LAN server hardware, desktops, laptops, and printers as budgeted. 			
7.31	Web and E mail Filtering	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Evaluate and upgrade virus protection, spam and content filtering, and related software as needed. 				
Strategic Objective: STATISTICS							
Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs							
7.32	International Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue modernization of International systems (see also milestone 3.32). 				
7.33		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Move processing of a key survey of international investment into the new processing framework (see also milestone 3.32). Complete initial system for top level aggregation of international transactions accounts statistics including auditing (see also milestone 3.32). 	<ul style="list-style-type: none"> Design and develop a cross-survey data validation system. 	<ul style="list-style-type: none"> In each year, work with staff from the International Economics Directorate to maintain and improve the IT systems for the international accounts and related survey processing systems. 		
7.34		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Expand implementation of file system encryption to better protect company confidential data. 	<ul style="list-style-type: none"> In each year, continue to review controls over company confidential data and enhance as needed. 			

INFORMATION TECHNOLOGY

Mile stone	Programs	Performance Measure	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Strategic Objective: STATISTICS							
Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs							
7.35	National Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue to support and enhance STATS-II as needed (see also milestone 1.6). 	<ul style="list-style-type: none"> Complete national accounts modernization project to initiate real-time parallel testing of integrated system for producing monthly GDP and national income estimates. 	<ul style="list-style-type: none"> In each year, continue to support and enhance STATS-II as needed (see also milestone 1.6). 		
7.36		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year continue to review security architecture and enhance as appropriate. 				
7.37		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue to support conversion to the FAME time series management tool (see also milestone 1.6). 				
7.38		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue to support the electronic survey data collection for the Biomedical Research and Development Price Index (BRDPI) as needed (see also milestone 1.3). 				
7.39	Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue to develop, implement, and support an integrated industry accounts system (see also milestone 2.11–2.12). 				
7.40		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, support Benchmark I-O, Annual I-O, and GDP by industry systems until replaced/modernized (see also milestone 2.11–2.12). 				
7.41	Statistical Production Common Components	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Create a database-callable component for the X12 seasonal adjustment program. Develop tabling as a general utility across multiple directorates. 	<ul style="list-style-type: none"> In each year, continue to develop, implement, and support common components. 			
Strategic Goal: Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data							
7.42	Database	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Expand implementation of SQL 2008 as appropriate. 	<ul style="list-style-type: none"> In each year, maintain and update database structure and platform standards and principles; apply to application re-engineering efforts as appropriate. 			