

Implementation Action Plan

Performance Measures

Issue:

Develop and implement both joint and Customs and Border Protection (CBP) program performance measures for Agricultural Quarantine and Inspection (AQI) activities that appropriately and adequately correlate to user fee functions as well as the disbursement of appropriated dollars. Performance measures will accurately reflect the accomplishment of the agriculture mission within CBP.

Recommended Response:

APHIS and CBP should work together to develop and implement a set of performance measures for AQI activities performed for various pathways at ports of entry.

Correlation to Report Recommendation or Other Feedback:

This issue relates directly to recommendations in the 2006 Government Accountability Office report, the 2007 Office of the Inspector General report, and input from our stakeholders. Pursuing development of performance measures would also ensure the Agencies meet the requirements of the Government Performance Results Act (GPRA) of 1993.

Findings:

In response to the requirements of the GPRA, the Animal and Plant Health Inspection Service (APHIS) developed and implemented performance measures for the air passenger baggage, border vehicle and cargo pathways. Upon implementation of the Homeland Security Act in March 2003, measures for the air passenger baggage and border vehicle pathways were adopted by CBP. At the beginning of FY 2007, CBP suspended use of measures for the air passenger baggage and border vehicle pathways. However, collection of data used for these measures continued.

In early 2007, a joint group from CBP and APHIS met to discuss performance measures at the ports of entry. This group, known as the Data Analysis Team for Evaluating Risk (DATER) group, agreed that measures implemented for FY 2007 were inadequate. Based on discussions at that and subsequent meetings, APHIS and CBP agreed to reinstate the previous measures and implement additional measures for AQI activities in all major pathways at ports of entry.

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Expected Outcome:

A variety of output, outcome and efficiency performance measures will be in place for all significant pathways utilizing data collected from the field. Mutually agreed upon data elements related to the number of inspections, interceptions, and other important measures will be reported through various collection mechanisms and will be used to track output trends for each pathway. The AQI program effectiveness will be measured by the percentage of passengers, vehicles, mail and cargo in compliance with agricultural regulations. This will be calculated by comparing estimates from AQI monitoring with actual results reported in the Workload Accomplishment Data System, or a similar collection mechanism. Measures will also be used to demonstrate the efficiency of CBP's risk-based systems in identification of passengers, vehicles, and cargo that are not in compliance when approaching ports of entry.

Implementation Plan:

Tasks

- DATER group will finalize output, outcome, and efficiency measures for each pathway. (June 2007).
 - Identify source data available for agreed-upon measures.
 - Identify if any additional data is required for full implementation of performance measures.
 - Identify common data elements that CBP must collect and report as specified.
 - Develop a performance measurement matrix summarizing all measures, data sources, and methods used to calculate compliance and efficiencies.
 - Recommend FY 2008 performance goals for the passenger baggage, vehicle, pedestrian and cargo pathways. (August 2007).
 - Develop performance measure for discard authority earned. (FY 2009).
- Secure approval for implementation of proposed measures from the Directors of Plant Health Programs in Plant Protection and Quarantine (PPQ) and Agriculture Programs and Liaison in CPB. (July 2007).
- Draft and distribute tasking memorandum to CBP Directors of Field Operations and PPQ Regional Directors regarding implementation of performance measures for AQI. (August 2007).
- Implement performance measures for passenger baggage, vehicles, pedestrians, mail, and cargo. (October 1, 2007).
- DATER group to provide guidance on expansion of data collection to additional pathways and ports, as needed. (ongoing in FY 2008).
Incorporate the performance measures into CBP's Annual Report Card.

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Communications Needs

Memorandum to CBP Field Offices and PPQ Regional Directors, including dissemination of the performance measurement matrix.

Accountable Individual/Group

- APHIS, PPQ, Quarantine Policy and Analysis Staff and CBP, Agriculture Programs and Liaison as represented by members of the joint agency DATER.
- PPQ's National Identification Services staff must be involved in future development of policy, procedures and tracking of discard authority for pest identification.
- CBP's Office of Policy & Planning and Office of Finance, as well as APHIS' Office of Program, Planning & Development, will be involved and will be instrumental in ensuring adopted performance measures meet OMB standards and are linked to appropriations and/or user fee payments.

Resources

Data needed to accomplish this effort is already being collected by field personnel. Both Agencies will need to continue to provide resources for DATER group to meet or hold discussions quarterly to analyze the data and to report findings. Both agencies should ensure appropriate guidance is forwarded to the field principals with respect to how agreed-upon data will be collected at the local level, and how the data will be entered into the appropriate data collection mechanism.

Sequencing / Linkages

- Information Management Action Plan
- Training Action Plan
- Structure / Leadership Action Plan

Challenges to Implementation

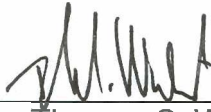
Data quality is critical to successfully gauging performance. Supervisors will need to be fully engaged to ensure all employees understand the importance of their role in this effort. Managerial oversight responsibilities need to be defined. Also, specific measures will need to be identified for certain pathways. Finally, appropriate measures should be incorporated, to the extent practicable, to ensure data quality is maintained, recording errors can be identified in an expedient manner, access to entered data is controlled, and evaluation mechanisms for collected/analyzed data are consistent.

The Work Group will need to complete its full assessment before any actions can be taken.


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Review Block -- for the use of Agency/Department leadership in adopting, modifying, or rejecting the plan.

Performance Measures Implementation Action Plan adopted by both agencies on June 26, 2007, by:



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