# Mercatus Center at George Mason University

# AGENCY-BY-AGENCY SCORING SUMMARIES

#### IN FISCAL 2005 RANK ORDER

This section summarizes the scores received by each agency in the three major scoring categories: Transparency, Public Benefits, and Leadership. Each agency summary appears on a separate page in rank order from highest to lowest. The graphic at the top of each page displays the scores each agency received in the three categories this year, fiscal 2005. The graph at the bottom shows the rankings each agency has earned on the Scorecard for fiscal 1999 thru fiscal 2005.

For example, the Department of Labor's report this year earned scores of 17, 17, and 17 on the Transparency, Public Benefits, and Leadership criteria respectively. The total of these scores, 51, gave this report the top ranking for fiscal 2005.

Significant strengths and weaknesses of each agency's report are then summarized in bullet form. These summaries correspond to the 12 evaluative factors and are organized according to the three evaluative categories: Transparency, Public Benefits, and Leadership.

These 1-page descriptions summarize extensive notes compiled by the research team that explain the reasons for each report's score on each criterion. The full sets of notes for each report are available on the Mercatus Center's web site at http://www.governmentaccountability.org/scorecard/agencies.

**Total Score: 51** (out of a possible 60)

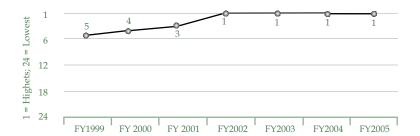


- Direct link on home page, downloadable as single or multiple files, contact info furnished.
- Clearly written for the lay reader; presents performance in a way that is readily understandable and highly informative.
- Narratives under each performance goal present baseline and trend data for at least the prior year and often for additional years.

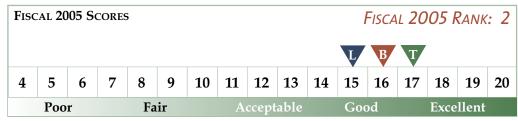
- All four strategic goals and most strategic objectives are outcomes.
- Most measures track outcomes related to goals.
- Highly outcome-oriented nature of the goals and measures, combined with the excellent narrative portions of the report, produce a very effective demonstration of the department's impact.
- Budget costs linked to strategic goals, outcome goals, and annual performance goals.

#### LEADERSHIP

- Report backs up effective narratives with strong, outcome-oriented performance metrics.
- Report clearly discloses results, including performance shortfalls, and provides explanations.
- Inspector general's discussion of management challenges is substantive and specific.



# DEPARTMENT OF STATE (STATE)



**Total Score: 48** (out of a possible 60)



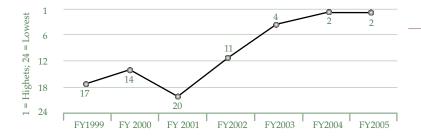
- Downloadable as a single file or multiple files.
- The report is visually appealing excellent use of tables, graphs, and photographs.
- Several portions highlight accomplishments in a compelling way that emphasizes public benefits.
- Report lacks detail on data verification and validation.
- Baseline and trend data provided for measures expressed numerically, but many are not.

#### B PUBLIC BENEFITS

- Almost all 12 strategic goals are expressed as outcomes.
- Performance measures consistently relate directly to their goals and are largely outcome-oriented.
- Narratives accompanying the individual measures, particularly the description of "impact" for each measure, demonstrate significance of the measure and its connection to the goal.
- Report links budget resources to the strategic goals and performance goals, but some information seems inconsistent with data from the financial statements.

#### LEADERSHIP

- Narrative for each strategic goal begins with a description of its public benefits.
- Narratives consistently provide brief explanations of performance shortfalls and plans to improve.
- Descriptions of management challenges include major recommendations, actions the department is taking to address them, when the actions will be taken, and the expected results.



Total Score: 47 (out of a possible 60)

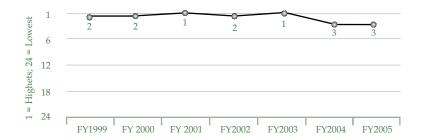


- Home page has a direct link to the report, which is downloadable as a single file or multiple files.
- Report consistently provides information through clear and concise tables and narratives.
- Report provides extensive detail on the completeness and reliability of data for each measure, although it offers less detail on how data inadequacies will be addressed.
- Extensive prior year data in the summary tables depict long-term performance trends and put the current performance results in perspective.

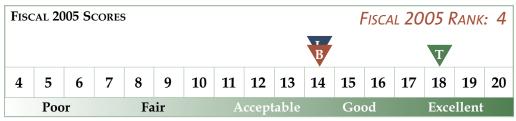
- Programmatic strategic goals and their accompanying objectives are highly outcome-oriented.
- Twenty-six of 29 programmatic performance measures are outcome-oriented.
- Performance metrics help demonstrate that Transportation's actions have made significant contributions.
- Report links budget resources only to strategic goals.

#### LEADERSHIP

- Department's goals capture matters of obvious public importance.
- Explanations of shortfalls are provided in most but not all cases.
- Inspector general does not systematically assess the department's actions to address each major management challenge.
- Report consistently describes strategies to improve on performance shortfalls and even describes actions to improve where the department met performance measures.



# DEPARTMENT OF VETERANS AFFAIRS (VA)



Total Score: 46 (out of a possible 60)

## T TRANSPARENCY

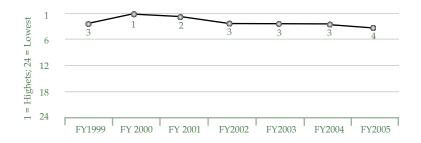
- Home page has a direct link to the report, which is downloadable as a single file or multiple files.
- Straightforward narratives combine with excellent tables and graphs to convey the department's performance results effectively.
- Inspector general lists data validity as a major management issue.
- Rich in baseline and trend data, including an indication of whether performance under each key measure changed versus fiscal 2004.

#### B PUBLIC BENEFITS

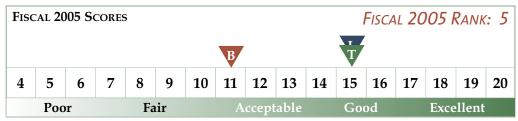
- Two of the four strategic goals are outcomes; a third is accompanied by outcome-oriented strategic objectives.
- Most "key" measures are outcome-oriented.
- Performance metrics document results-oriented contributions and yield many specific accomplishments.
- Costs linked only to the strategic goals and objectives.

#### LEADERSHIP

- Transmittal letter, clear main body of the report, and solid performance metrics all demonstrate public benefits.
- Report explains significant deviations between actual and targeted performance, including causes and resolution strategies.
- Unclear how much progress the department is making on major management challenges.
- Detailed performance section includes a specific section on new policies and procedures under each strategic objective.



# DEPARTMENT OF COMMERCE (COMMERCE)



**Total Score: 41** (out of a possible 60)

## T TRANSPARENCY

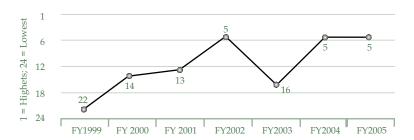
- Report is downloadable in a single PDF file or in multiple files via the homepage, along with a helpful guide to what the various sections of the report contain.
- Written clearly; makes good use of tables and graphics.
- Report reveals serious data problems, but it is candid about them and shows steps to resolve them.
- Appendix A presents baseline and trend data for the performance measures, usually since 2002. Absence
  of targets for prior years makes it harder to track progress.

#### B PUBLIC BENEFITS

- Ten performance goals are clearly expressed as outcomes and another six might be regarded as intermediate outcomes; the remaining 12 are not outcome-oriented.
- Measures lack a strong outcome orientation.
- Good narratives help compensate for the weak performance metrics.
- Costs (and personnel levels) are linked to strategic goals, strategic objectives, and performance goals. Still missing is a link between costs and individual performance measures.

#### LEADERSHIP

- Narratives do a good job of describing public benefits, but would be more compelling if backed up by stronger outcome-oriented performance metrics.
- Appendix A displays results for each performance measure and includes for each missed measure an explanation and strategies for improvement.
- The inspector general's presentation on management challenges is not detailed.
- The report lists strategies to improve on missed performance measures and specific steps to resolve major management challenges.



# DEPARTMENT OF THE TREASURY (TREASURY)



**Total Score: 41** (out of a possible 60)

## T TRANSPARENCY

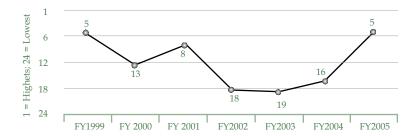
- Report found via direct link from home page and is downloadable in a single file or multiple files.
- Halving of number of performance measures, the introduction of a "performance scorecard," and use of tables and graphics improve readability dramatically.
- Results presented for all 30 "key" measures, but results lacking for 11 percent of all measures.
- Detailed tables provide baseline and trend data going back to fiscal 2002.

#### B PUBLIC BENEFITS

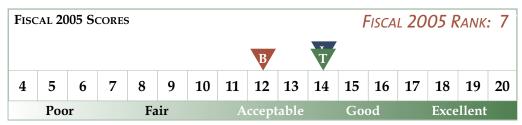
- Four programmatic strategic goals and a management-related strategic goal accompanied by several strategic objectives that are mostly stated as outcomes.
- Report describes 20 of the 30 key measures as "outcomes," but only about half are truly intermediate or end outcomes.
- Performance metrics indicate the department's impact on its outcomes, but since only four of the 30 key measures deal with IRS, the report gives short shrift to Treasury's largest component.
- Costs are linked only to strategic goals and objectives.

#### LEADERSHIP

- The narrative portions of the report, particularly the secretary's transmittal letter and the introductory sections, do a good job of describing importance to the public.
- Tables on performance results consistently provide explanations for missed measures.
- Department recognizes management challenges and is working hard to address them; however, much remains to be done, particularly at IRS.
- Appendix F provides good analyses of the department's PART results and what it is doing to improve them.



# SMALL BUSINESS ADMINISTRATION (SBA)



Total Score: 40 (out of a possible 60)



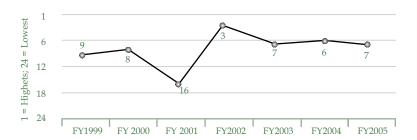
- Home page has a direct link to the report, which is downloadable only in separate files.
- Report has good narratives and makes excellent use of graphics and tables.
- Long report for a relatively small agency.
- Detailed narratives occasionally hint at data reliability problems.
- Usually includes baseline and trend data going back to fiscal 2002, but there is little information to provide context.

## B PUBLIC BENEFITS

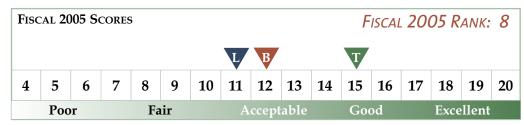
- The three programmatic strategic goals are stated as outcomes, as are most of the strategic objectives under them.
- Overwhelming majority of the performance measures deal with outputs and activities.
- Narratives accompanying descriptions of performance results provide considerable information on actual contributions.
- Costs linked only to strategic goals and objectives, and these linkages do not include the agency's total budget.

#### LEADERSHIP

- Highlights sections and narratives accompanying detailed descriptions of performance results list many specific accomplishments.
- Report provides explanations for performance shortfalls, although the explanations vary in quality.
- Assessments of major management challenges are presented in exceptionally informative, concise tables.
- Report discusses steps the agency is taking to improve program measurement and performance and to resolve management challenges.



# U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)



Total Score: 38 (out of a possible 60)

## T TRANSPARENCY

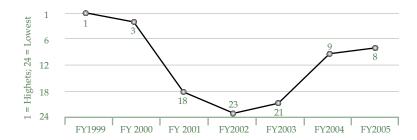
- Home page has a direct link to the report, which is downloadable only in separate sections.
- Report makes effective use of tables, graphics and photos.
- Fiscal 2005 results reported for all but five of 71 measures—a notable improvement from last year.
- Baseline and trend data for measures generally go back to fiscal 2002.

#### B PUBLIC BENEFITS

- Strategic and annual performance goals, which are mostly the same as the State Department's, are highly outcome-oriented.
- Performance measures are much less outcome-oriented.
- Goals and results are linked to costs only at the strategic goal level.

## LEADERSHIP

- Report includes a section on public benefits for each strategic goal and provides many examples of specific accomplishments.
- No explanation for performance shortfalls.
- Limited information provided on major management challenges.
- Sections describing future challenges are largely conceptual.



RANKING HISTORY

# DEPARTMENT OF AGRICULTURE (AGRICULTURE)



**Total Score: 37** (out of a possible 60)

## T TRANSPARENCY

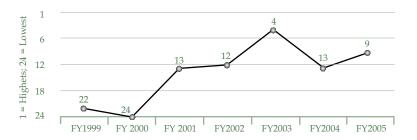
- The department's home page does not have a direct link to the report.
- Report is well organized and easy for the lay person to understand. It uses a very manageable number of performance measures 39.
- Detailed assessment of the data supporting each performance measure that covers data completeness, reliability, and quality.
- The narratives and data assessments accompanying each performance measure explain the rationales for the targets very well.

#### B PUBLIC BENEFITS

- Five very general strategic goals. Eight of 13 strategic objectives and half of the annual performance goals are outcomes.
- The measures/targets are about half outcomes and half output, activity, or efficiency measures.
- Narratives generally explain how the measures reflect the department's contributions to its intended outcomes, but performance metrics could be more outcome-oriented.
- Resources linked to strategic goals and objectives, but not to performance goals.

#### LEADERSHIP

- The report would be stronger if it contained more information on the extent of progress to meet ultimate objectives.
- Report clearly discloses the department's performance results, including shortfalls.
- Discussion of major management challenges is much improved over last year's version due to the very informative inspector general's presentation and detailed departmental responses.
- Emphasis is on the individual components and not a cohesive overall departmental strategy to address future challenges.



# DEPARTMENT OF ENERGY (ENERGY)



**Total Score: 37** (out of a possible 60)



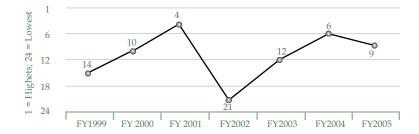
- Link from home page, available as single or multiple files, includes contact info.
- Good performance overview and detailed performance section, but acronyms and shorthand create readability challenges.
- Apart from financial data, nothing in the report points to problems with the performance data.
- Narratives tell whether goals were met in previous years, but present no real baseline or trends.

#### B PUBLIC BENEFITS

- Most goals are activities or outputs.
- Most of the 246 measures are activities or outputs.
- Budget linked to strategic goals, strategic objectives, and annual performance goals.

#### LEADERSHIP

- Narratives are far more valuable than the performance metrics in telling how the department serves the public.
- Report clearly discloses performance shortfalls and describes plans to address them.
- Provides a description of each management issue, a statement of corrective actions taken and remaining, and expected completion dates for some actions.



RANKING HISTORY

**Total Score: 36** (out of a possible 60)

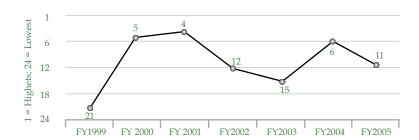


- Home page has a direct link to the report, which is downloadable in sections but not as a single file.
- Narratives are straightforward and easy to understand; tables and graphs are sparse but well done.
- Results missing for 19 percent of measures due to unavailable data.
- Performance section usually provides several years of baseline and trend data.

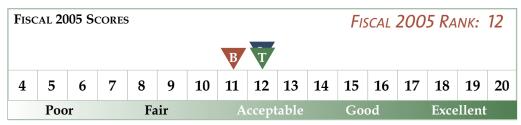
- Three of four strategic goals are stated as outcomes; 18 of 31 long-term "outcome" goals are actually outcomes.
- Key performance measures generally track and relate directly to the goals, but some of the goals rely
  exclusively on "pass-fail" measures.
- Report links budget resources only to its four strategic goals.

#### L LEADERSHIP

- Provides limited insights into the specific public benefits the department has achieved in terms of end results.
- Performance shortfalls are clearly disclosed, but explanations are not always satisfying.
- Inspector general's presentation of major management challenges is not particularly helpful; the department's response is much more informative.
- Report lacks substantial content on specific changes to improve next year, but its references to setting new
  and more ambitious targets are refreshing.



# NUCLEAR REGULATORY COMMISSION (NRC)



**Total Score: 35** (out of a possible 60)



#### **TRANSPARENCY**

- Downloadable in separate files only, via direct link, with no contact information.
- Introductory narratives and summary are clearer than main performance section.
- Data appear reliable, but little detail is provided to substantiate this.
- Little baseline or trend info, in part because of pass/fail nature of many measures.



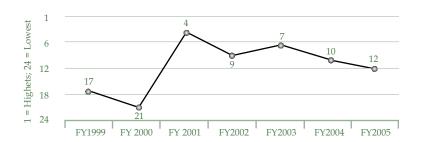
#### **PUBLIC BENEFITS**

- Two of five strategic goals, and their objectives and measures, are highly outcome-oriented.
- Reported performance results obviously indicate success in achieving key safety and security goals.
- Does not systematically link goals or results to costs.



#### LEADERSHIP

- Narratives connect agency's programs and activities to reported results.
- Report discloses performance shortfalls, but not as clearly as most reports.
- Inspector general's discussion says little about progress on major management challenges, but agency's response does.
- Describes future changes to improve some performance measures, remedy financial management weaknesses, and deal with future challenges.



RANKING HISTORY



**Total Score: 34** (out of a possible 60)

## T TRANSPARENCY

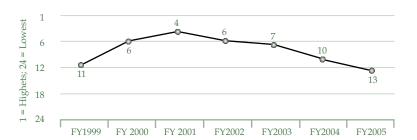
- Home page has a direct link to the report, which is downloadable as a single file or multiple files.
- Report is technical, text-heavy, and acronym-laden.
- Data missing for 33 of 84 annual performance goals.
- Baseline and trend data generally go back three years.

## B PUBLIC BENEFITS

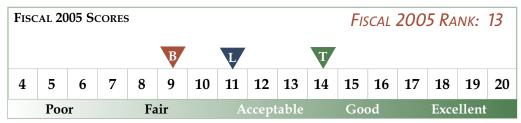
- Most goals and objectives are general intermediate outcomes.
- The measures under the first two strategic goals are more outcome-oriented, but the rest are not.
- Data lag often blamed for missing results information.
- Costs linked to strategic goals and strategic objectives, but not beyond that level.
- Absence of information on what ultimate environmental outcomes EPA seeks to achieve limits the ability to grasp the public benefit the agency provides.

## LEADERSHIP

- Report could better convey how the agency makes this country a better place to live if it were written for the lay reader.
- Report clearly discloses performance results, including shortfalls.
- Inspector general's presentation is much improved and provides more perspective and specifics concerning major management challenges.
- Management explains efforts to improve collaboration, data gathering, and performance.



# DEPARTMENT OF THE INTERIOR (INTERIOR)



**Total Score: 34** (out of a possible 60)



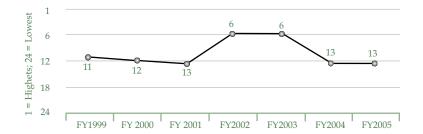
- The home page has a direct link to the fiscal 2005 report, which is downloadable in a single or multiple files.
- Report is lengthy, but generally easy to read and understand.
- Lagging data are a problem; 21 of 214 measures could not be reported because verified data were insufficient to provide even estimated results.
- Baseline and trend data usually go back only to fiscal 2004.

#### B PUBLIC BENEFITS

- Three of the four programmatic strategic goals are not stated as outcomes.
- Measures are mixed but do a better job of capturing outcomes than do the goals.
- Weak goals and better measures provide a fair but not strong basis for demonstrating contributions toward the department's outcomes.
- Costs are linked down to the level of strategic objectives, but not beyond that to the annual performance goals.

#### LEADERSHIP

- Narrative portions of the report do an excellent job of describing the public benefits that flow from the department's work.
- The explanations of department shortfalls sometimes focus on measurement issues or deadlines rather than genuine performance issues.
- Presentation of major management challenges does not provide a sense of overall progress in addressing the challenges or when they are likely to be resolved.
- The narratives discuss improvement plans for missed measures but indicate no significant rethinking of
  policies and procedures.



RANKING HISTORY

Total Score: 33 (out of a possible 60)

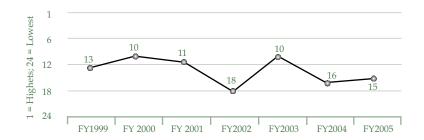


- Home page has a direct link to the report, which is downloadable as a single file or as multiple files.
- "Performance Report Card" tables for each strategic goal aid in presentation of numerous measures.
- Significant data problems remain.
- Baseline and trend data for measures usually go back to fiscal 2002.

- Four of six strategic goals incorporate outcomes.
- Few performance measures address outcomes.
- No annual targets for some of the most important outcome measures, such as the national homeownership rate.
- Report links budget resources only to strategic goals.

#### LEADERSHIP

- Narratives show accomplishments, but lack of results-oriented measures makes it hard to demonstrate public benefits.
- Explanations of missed goals often imply results are beyond HUD's control.
- Report outlines remedial steps to overcome major management challenges, but not time frames for completion.
- Relatively little in the report describes future changes to improve on specific performance shortfalls.



# NATIONAL SCIENCE FOUNDATION (NSF)



Total Score: 33 (out of a possible 60)

## T TRANSPARENCY

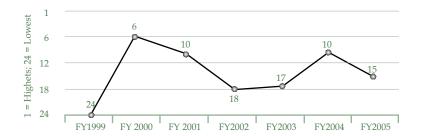
- The report is located several links away from the home page and is confusing to download in multiple files.
- Report has some useful tables, but is rather text-heavy and makes excessive use of acronyms.
- Report shows trend data for quantitative measures, but provides no information about prior year performance under qualitative measures other than to state whether or not NSF was "successful."
- Trend data provided for quantitative targets, but not for qualitative targets.

#### B PUBLIC BENEFITS

- Three programmatic strategic goals imply some outcomes, but 17 additional annual performance goals are not outcomes.
- Because NSF's main mission and outcome goals do not lend themselves to quantitative measurement, the agency uses qualitative measures for them that center on assessments by outside experts.
- Narratives demonstrate contributions but may be difficult for lay readers to understand.
- Budget costs linked to strategic goals and categories within strategic goals, but not to performance goals or measures.

#### LEADERSHIP

- Little explanation of how the agency's results produce important public benefits.
- Assessment system does not identify negative examples from which the agency might improve its performance.
- Inspector general gives credit for making significant progress on some challenges, and also lists ten management challenges from fiscal 2005 that will likely require attention for years to come.
- Report provides information on what NSF is doing to remedy specific management and performance problems.



RANKING HISTORY

# DEPARTMENT OF EDUCATION (EDUCATION)



Total Score: 31 (out of a possible 60)

## T TRANSPARENCY

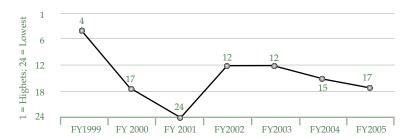
- Home page has a direct link to the report. Downloadable as a whole or in sections via a link to a "printer friendly" version.
- Online navigation format is commendable, but report is hard for lay reader to understand in either its interactive online or conventional document form.
- Reliability of data identified as top management challenge; data timeliness is also a major problem.
- An excellent section on "Target Context" is provided, but performance data are limited due to constant change in measures.

#### B PUBLIC BENEFITS

- Three strategic goals are outcomes; three are not.
- Introductory portion of the report highlights key "results" under each strategic goal, but less than half of these are outcome-oriented.
- Department faces significant challenges in demonstrating causality between its actions and the results that it seeks to achieve.
- The report links budget to results only at the strategic goal level.

#### LEADERSHIP

- Narratives are not compelling in terms of attributing educational results to the department's efforts.
- Where targets have been missed, the report does not consistently provide explanations.
- Report says little about changes to improve upon specific performance shortfalls.
- Information is most detailed in describing efforts to respond to PART assessments.



# GENERAL SERVICES ADMINISTRATION (GSA)



**Total Score: 31** (out of a possible 60)



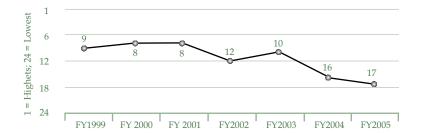
- Home page does not have a direct link to the report, which is downloadable only as a single file.
- The report focuses on 21 key performance measures and presents the performance results clearly, using good narratives, tables, and formats.
- Report fails to include results for non-key measures.
- The performance section does not specify data sources or assess data quality for individual performance measures.
- Report provides baseline and trend data for the key measures that generally go back to fiscal 2002.

#### B PUBLIC BENEFITS

- GSA has six strategic goals; the first five are somewhat outcome-oriented.
- Only five of the 21 key measures clearly capture outcomes.
- The goals and measures along with the accompanying narratives in the performance section do an adequate job of demonstrating the agency's contributions.
- The report has no content linking goals and results to costs.

#### LEADERSHIP

- Narratives discuss the public benefits that flow from GSA's work, but transmittal letter could be stronger.
- Report clearly discloses the agency's performance results, including shortfalls, for its key measures, both in summary form and in detail.
- Inspector general's presentation provides little insight into the agency's progress in resolving major management challenges.
- Report indicates that GSA is doing considerable work to improve verification and validation of performance data.



RANKING HISTORY

Total Score: 31 (out of a possible 60)

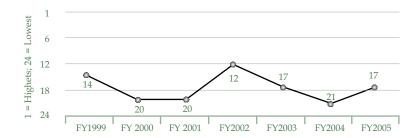


- Downloadable as a single or multiple files via direct link on home page; no contact information furnished.
- Number of performance goals (28) is reasonable, but number of measures (150) is high for an agency of this size.
- Little specificity about data sources, verification, and validation methods.
- Little baseline or trend data for two of three strategic goals.

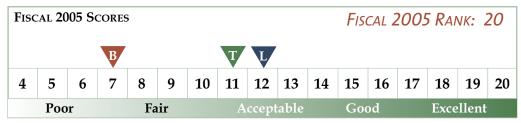
- At best, goals focus on intermediate outcomes, rather than outcomes OPM ultimately seeks to produce for agencies.
- Measures focus on processes, activities, and services.
- Direct program costs, but not full costs, linked to performance goals.

#### LEADERSHIP

- Narratives in the introductory highlights section do a much better job than the performance metrics in conveying the agency's accomplishments.
- A goal is considered "met" if 70 percent of fiscal 2005 targets were achieved, and "partially met" if 50 percent of targets were achieved.
- Suggests one goal was missed because fiscal 2005 target was "very aggressive."



# NATIONAL AERONAUTICS AND SPACE ADMINISTRATION (NASA)



**Total Score: 30** (out of a possible 60)



#### **TRANSPARENCY**

- Report is at the bottom of a web page that is linked from the bottom of the homepage.
- The highlights section, while lengthy, conveys considerable information in a way that the lay reader can readily grasp.
- Virtually nothing in the body report discusses data reliability.
- NASA has received disclaimers of opinion on its financial statements for fiscal 2005 and the previous two
  fiscal years.
- No baseline or trend data provide useful context for performance measures.



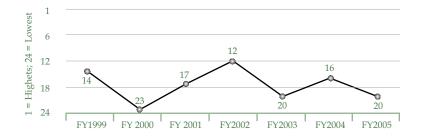
#### **PUBLIC BENEFITS**

- Virtually all of the pursued strategic goals are activities rather than outcomes.
- Annual performance goals are treated as annual measures and are stated primarily as activities or outputs.
- Performance metrics do little to demonstrate NASA's accomplishments.
- Budget costs are linked only to the strategic goals.



#### **LEADERSHIP**

- Highlights section and the vignettes scattered in boxes throughout the report provide a good sense of the public benefits NASA seeks to achieve.
- Report provides detailed tables that briefly explain the reasons for each performance shortfall and what is being done to achieve the goal in the future.
- Inspector general describes NASA's major management challenges, but does not specifically assess the agency's progress in addressing them.
- It appears NASA is fundamentally rethinking its strategies for the future.



Total Score: 29 (out of a possible 60)

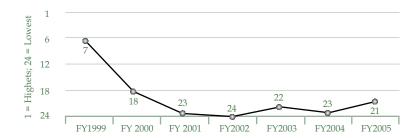


- Home page has a direct link to the report, which is downloadable in a single file or multiple files, and an organizational e-mail address is included.
- Department still relies primarily on Quadrennial Defense Review rather than GPRA for performance accountability and reporting, which creates confusion. QDR is essentially a policy document rather than a management tool.
- Transmittal letter acknowledges systemic data weaknesses but lacks assessment of data shortcomings required by Reports Consolidation Act.
- Includes baseline and trend data back to fiscal 2001 where available.

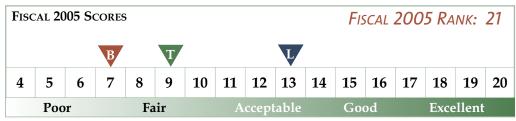
- Fewer than 25 percent of performance goals are outcomes.
- Many measures under development, but half of current measures are outcome-oriented.
- No content linking goals and results to costs.

#### LEADERSHIP

- Many measures are so preliminary that they do not indicate success or failure.
- Inspector general's presentation describes long-standing and massive management challenges.
- Little explanation of changes to improve performance in future.



# SOCIAL SECURITY ADMINISTRATION (SSA)



Total Score: 29 (out of a possible 60)



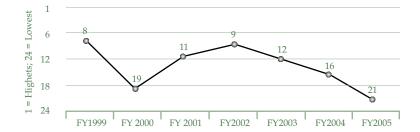
- No direct home page link to the report.
- Text is clear and report makes effective use of tables and graphics.
- Inspector general's audit found that data for 6 of 7 performance measures were unreliable.
- Report presents baseline and trend data usually going back to fiscal 2001.

## B PUBLIC BENEFITS

- Agency's four strategic goals are stated at a high level of generality that does not specify measurable outcomes.
- Of the 42 performance measures, seven might be described as end outcomes and at most another 18 might qualify as intermediate outcomes.
- Agency's performance metrics generally lack a sufficient focus on outcomes to show a significant contribution to its stated goals.
- The report apportions operating costs only to strategic goals.

#### LEADERSHIP

- Narratives, aided by the clear tables and graphics, generally do a good job of describing the agency's accomplishments.
- Report includes explanations for all shortfalls, but some sound more like excuses than explanations.
- Report devotes considerable discussion to management challenges identified by agency's inspector general and the Government Accountability Office.
- The report describes future actions to address a broad range of management challenges.



RANKING HISTORY

Total Score: 27 (out of a possible 60)



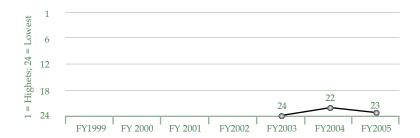
- Home page does not have a direct link to the report.
- Relationships between the strategic goals and the annual performance goals are difficult to understand.
- Inspector general observed that the department "made little or no progress to improve its overall financial reporting during FY 2005."
- Does not systematically incorporate relevant performance data from prior organizations.

#### B PUBLIC BENEFITS

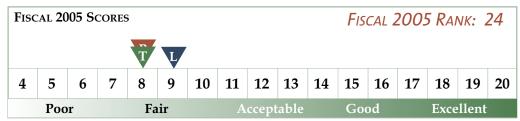
- Prevention and Protection strategic goals, and many of their strategic objectives, are stated as outcomes.
- Fewer than 20 of the 113 measures clearly capture outcomes or intermediate outcomes.
- Paucity of outcome goals and measures limits the usefulness of the performance metrics.
- Costs are linked only to strategic goals.

#### LEADERSHIP

- The narratives do a useful job of describing how the department is working to accomplish results.
- Shortfalls are clearly disclosed in introductory graphics and in the detailed performance section, but the explanations are not very thorough.
- The inspector general's presentation describes the major management challenges but does not assess progress in addressing them.
- Transmittal letter lays out a detailed strategic vision for the department and voices a strong commitment to improve its performance.



# DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS)



Total Score: 25 (out of a possible 60)



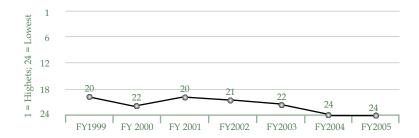
- A search on the web site for "Performance and Accountability Report" eventually leads to the report.
- Report leaves out 32 of the 50 largest HHS programs responsible for more than \$40 billion in annual spending.
- A text-heavy, jargon-filled collection of separate reports with seven pages of acronyms.
- Performance section includes a description of data sources, validation procedures, and data limitations for measures, but the descriptions are hard to follow.
- Baseline and trend data often absent.

#### B PUBLIC BENEFITS

- Seven programmatic strategic goals stated as outcomes, plus one management strategic goal.
- Less than one-third of measures under each strategic goal are outcomes.
- Performance metrics show little about department's fiscal 2005 contributions toward outcome-oriented goals.
- No content linking its goals and results to costs.

#### LEADERSHIP

- Highlight sections show public benefits flowing from the department's work, but vary considerably in their quality.
- Reasons for failures to meet goals are often unclear.
- Presentation of major management challenges is well-structured and indicates some progress.
- Report devotes some attention to management improvements, but little to enhanced performance.



RANKING HISTORY