

AGENCY-BY-AGENCY SCORING SUMMARIES

IN FISCAL 2006 RANK ORDER

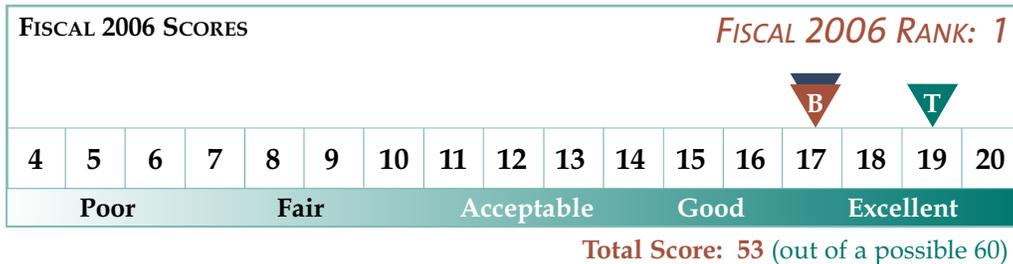
This section summarizes the scores received by each agency in the three major scoring categories: Transparency, Public Benefits, and Leadership. Each agency summary appears on a separate page in rank order from highest to lowest. The graphic at the top of each page displays the scores each agency received in the three categories this year, fiscal 2006. The graph at the bottom shows the rankings each agency has earned on the Scorecard for fiscal 1999 thru fiscal 2006.

For example, the Department of Transportation's report this year earned scores of 19, 17, and 17 on the Transparency, Public Benefits, and Leadership criteria respectively. The total of these scores, 53, gave this report the top ranking for fiscal 2006.

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.mercatus.org/scorecard/agencies>.

DEPARTMENT OF TRANSPORTATION



T TRANSPARENCY

- Home page has a direct link to the report, which is downloadable as a single file or in multiple files.
- Report makes excellent use of tables and graphics, has clear and informative narratives, and uses a very manageable number of performance measures.
- A useful overview of the department’s system for assessing data is included, as well as considerable detail on the data for each performance measure.
- Report is rich in baseline and trend data.

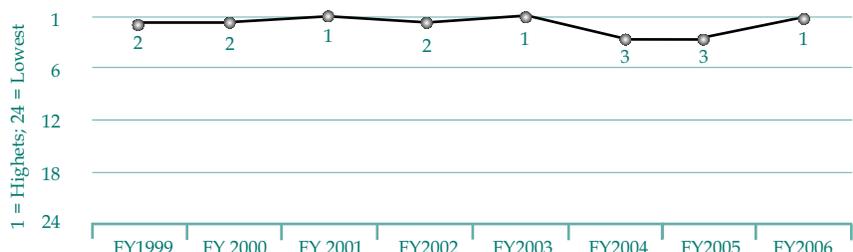
B PUBLIC BENEFITS

- Most strategic goals and strategic objectives are outcome-oriented.
- 23 of 29 strategic goal measures appear to be ultimate or intermediate outcomes.
- Informative performance metrics and accompanying narratives demonstrate the department’s accomplishments.
- Report allocates budget resources to each strategic and performance goal.

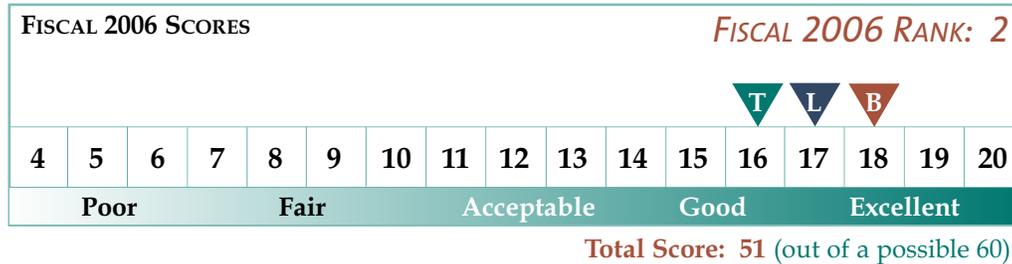
L LEADERSHIP

- Report clearly discloses the department’s performance results, including shortfalls, in reader-friendly tables.
- “Progress Meter” icon, used to classify the status of each management challenge, indicates moderate or better progress on most of the rated items.
- Report discusses several broad improvement strategies for programs.

RANKING HISTORY



DEPARTMENT OF LABOR



T TRANSPARENCY

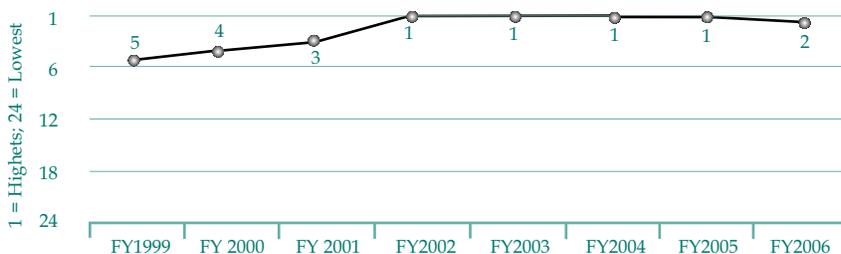
- Department’s home page has a prominent link, and report is downloadable in a single file or multiple files.
- Report is well organized and easy to follow.
- Report uses an excellent system for rating the completeness and reliability of data although significant data issues remain.
- Performance section shows prior year results and provides background on the significance of each performance goal, as well as performance trends and future plans.

B PUBLIC BENEFITS

- All four strategic goals and 25 of 28 performance goals capture end outcomes or at least intermediate outcomes.
- A significant majority of the 85 annual performance measures are outcome oriented.
- Strong performance metrics demonstrate contributions toward goals.
- Major advance made by allocating costs to all strategic and performance goals and to many individual performance measures.

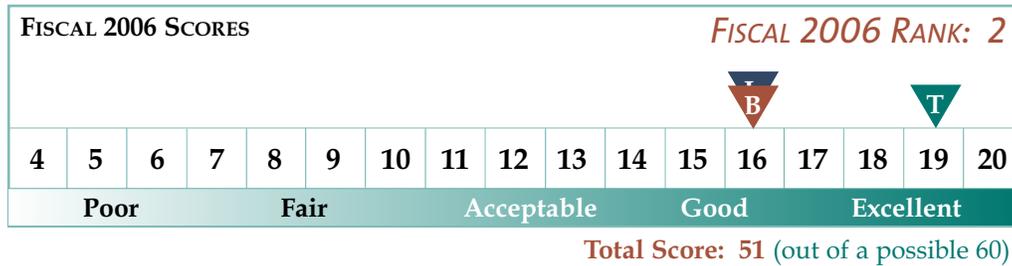
L LEADERSHIP

- Outcome-oriented performance metrics, thorough narratives, and personal vignettes demonstrate public benefits.
- Transmittal letter could highlight more specific accomplishments.
- Performance section consistently provides useful information on why goals were missed and what will be done to improve.
- Department’s presentation of major management challenges is more informative than inspector general’s list since it describes specific steps to resolve challenges and estimated completion dates.
- Narratives provide insightful descriptions of improvement plans even when targets were achieved.



RANKING HISTORY

DEPARTMENT OF VETERANS AFFAIRS



T TRANSPARENCY

- Home page has a prominent link to the report, which is downloadable in a single file or in multiple files.
- Noteworthy “Performance Scorecard” table presents at a glance strategic goals, objectives, and key performance measures and results.
- Report includes results for all 23 key measures, but data are incomplete for about 15 percent of the non-key measures.
- Report includes a wealth of baseline and trend data, and the narratives elaborate on the performance trends.

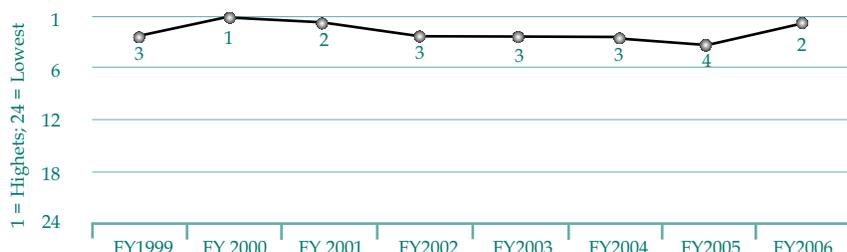
B PUBLIC BENEFITS

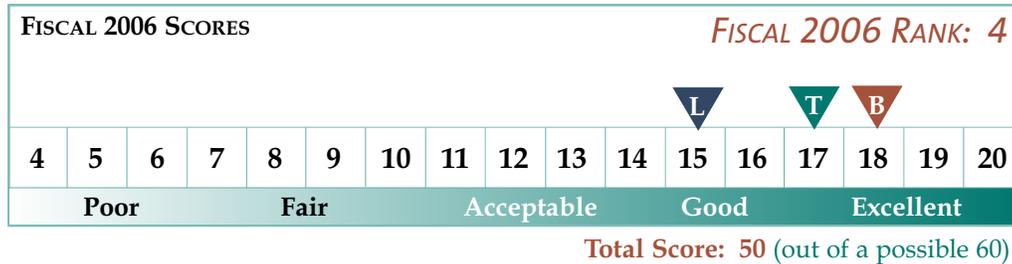
- About half of the strategic goals and two-thirds of the strategic objectives are stated as outcomes.
- All but four key measures are outcome-oriented. Many of the non-key measures relate to timely and accurate benefit determinations.
- Narratives and comprehensive baseline and trend data demonstrate the significance of the measures in relation to the department’s goals.
- Report allocates budget costs to strategic goals for 21 strategic objectives, and, for the first time, begins to allocate costs to individual performance measures.

L LEADERSHIP

- Transmittal letter and narratives lay out results in a clear and compelling way.
- Performance shortfalls are presented clearly.
- If the inspector general provided a more informative presentation on major management challenges, it should have been included.
- The report is rich in information on efforts to improve on programmatic and managerial performance.

RANKING HISTORY





T TRANSPARENCY

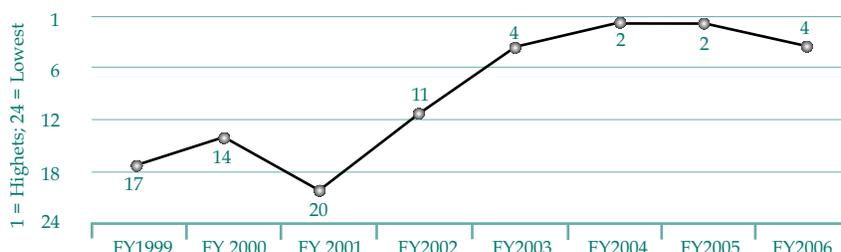
- Home page has a direct link to the report (although not very prominent), and report is downloadable in a single file or in separate files.
- Four versions accommodate a variety of audiences: the full report, a summary version, an eight-page overview, and an interactive CD.
- Report has good background information on performance data, but department got a disclaimer of opinion on its financial statements.
- Baseline and trend data are present for the individual measures, and narratives provide additional useful context for assessing progress over time.

B PUBLIC BENEFITS

- Virtually all programmatic strategic goals and annual performance goals are clearly stated as intermediate or end outcomes.
- The 94 performance measures align well with the goals and include many end outcomes or intermediate outcomes.
- Narratives accompanying the individual measures consistently demonstrate the significance of the performance results toward achieving the department’s goals.
- Budget and personnel resources are allocated to strategic goals and annual performance goals, but not individual performance measures.

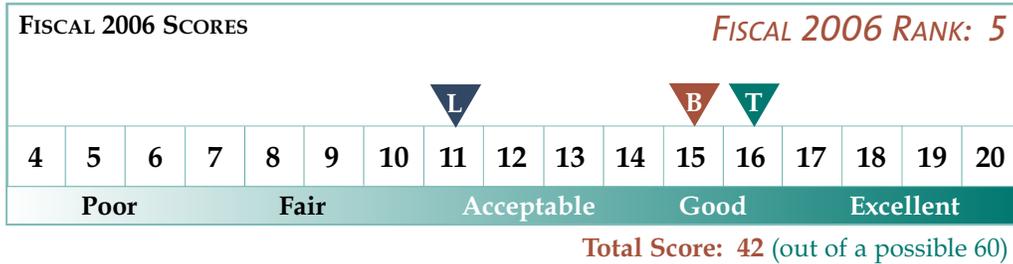
L LEADERSHIP

- The “public benefit” descriptions of each strategic goal are generally informative and persuasive.
- Color coded graphics clearly disclose the department’s performance and shortfalls.
- No separate response to the inspector general’s presentation of management challenges.
- Descriptions of efforts to improve on specific programmatic performance shortfalls are generally strong.



RANKING HISTORY

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT



T TRANSPARENCY

- Home page has a prominent link to the report, which is downloadable in a single file or multiple files.
- Report makes effective use of tables and graphics and uses a manageable number of performance measures.
- Report includes results and a data source and quality assessment for all 35 performance measures, but the inspector general suggests possible “weaknesses” in the agency’s performance reporting system.
- Trends and target selection for some measures could use more explanation.

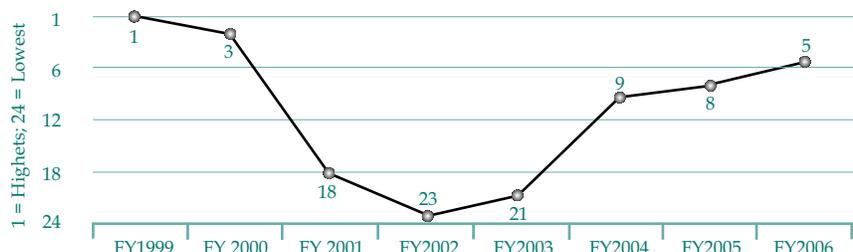
B PUBLIC BENEFITS

- All strategic and performance goals are stated as outcomes.
- Management goals are stated less as outcomes but are relevant to ensuring capacity to achieve mission outcomes.
- Measures are much less outcome-oriented than goals.
- The report allocates budget and personnel resources to the strategic goals and to performance goals, but not to performance measures.

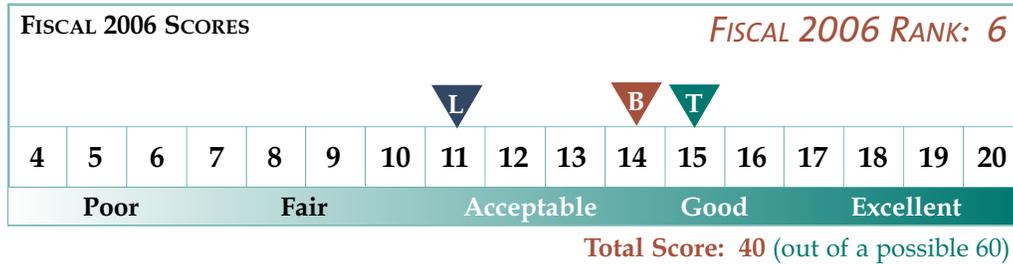
L LEADERSHIP

- Informative, specific descriptions of public benefits accompany each strategic goal.
- While the format of the tables describing performance and shortfalls is excellent, the content often leaves much to be desired.
- Useful table lists specific actions taken to address management challenges, as well as remaining actions needed and expected completion dates.
- Weak in describing improvement plans for specific performance shortfalls.

RANKING HISTORY



GENERAL SERVICES ADMINISTRATION



T TRANSPARENCY

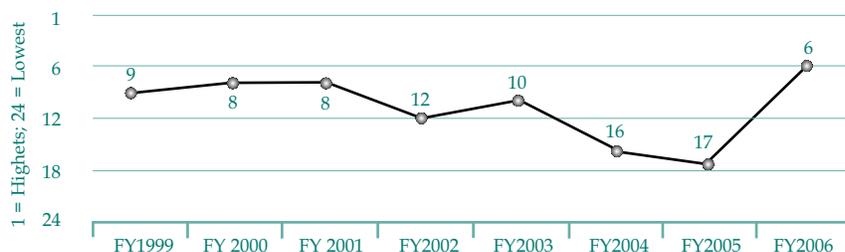
- Agency's home page has a direct link to the report, which is downloadable as a single file or multiple smaller files.
- Although the report is highly self-congratulatory in tone, the performance-related portions of the report are concise and easy to follow.
- Report includes fiscal year 2006 results for all 21 key performance measures, but no results are provided for any of the other measures.
- Appendix shows prior year baseline and trend data but does not include prior year targets.

B PUBLIC BENEFITS

- Of the six listed strategic goals, only two are outcome-oriented. About half of the performance goals focus to some extent on outcomes or intermediate outcomes.
- Measures are relevant and valid indicators for listed goals, but few of the measures address outcomes, and many are customer satisfaction or efficiency measures.
- Although all key measures have results, well over half of the agency's fiscal year 2006 results are absent.
- Table links projected fiscal year 2006 budget costs to all individual performance goals and, with very few exceptions, to the individual measures for the performance goals.

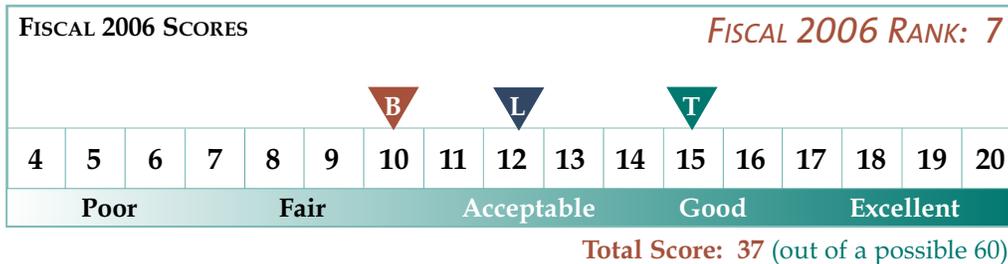
L LEADERSHIP

- Narratives describe how GSA's efforts enhance the ability of its customer agencies to achieve results that directly benefit the public.
- Neither the inspector general nor agency management provides useful insight into how much progress the agency is making to resolve major management challenges.
- The report, especially the transmittal letter, indicates that the agency is undergoing fundamental changes designed to improve its processes and performance results.



RANKING HISTORY

DEPARTMENT OF JUSTICE



T TRANSPARENCY

- Home page has a prominent direct link to the report, which is downloadable as a single file or multiple files.
- Brevity of the performance section and the generally clear and succinct narratives mitigate the text-heavy nature of the report.
- Report acknowledges some data limitations, which are described in narratives accompanying individual performance indicators.
- Boxes accompanying individual performance measures include prior year results, but only a few show prior year targets.

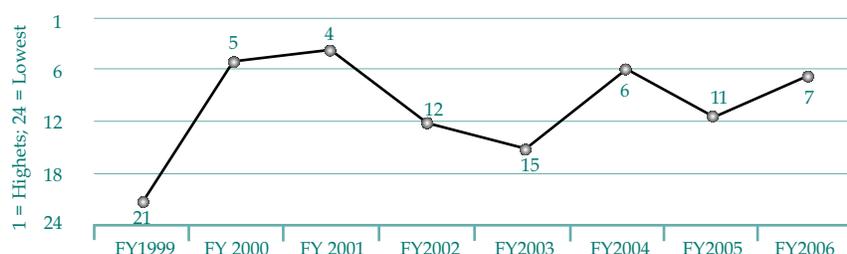
B PUBLIC BENEFITS

- Two of the four strategic goals and eight of the 18 strategic objectives are clearly stated as outcomes.
- As many as 15 of the 28 performance measures could be considered to capture end or intermediate outcomes, but more would be outcome-oriented if stated as percentages rather than raw activity numbers.
- Budgetary resources are linked only to the strategic goals; there is no linkage to the strategic objectives or to individual performance measures.

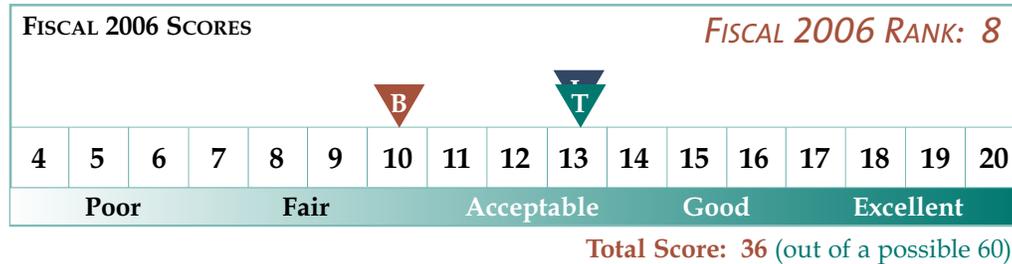
L LEADERSHIP

- Performance metrics and narratives generally do not convey a clear sense of whether and to what extent the overall conditions being addressed are improving.
- Explanations of specific performance shortfalls are often weak, but narratives usually provide some discussion of what the department is doing to improve performance.
- Discussion of management challenges breaks down each problem and outlines specific remedial steps.

RANKING HISTORY



DEPARTMENT OF COMMERCE



T TRANSPARENCY

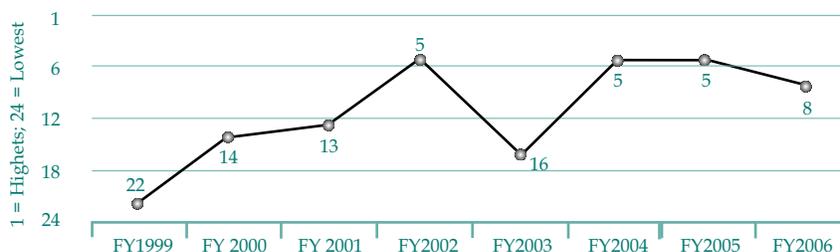
- Home page provides a direct link to the report, which is downloadable in a single file or in multiple files.
- Report is text-heavy, but also contains some good tables and graphics.
- No data definitions or sources for individual performance measures are available, but the report does have fiscal year 2006 results for all 131 measures.
- Tables indicate through color-coded symbols whether the prior year results were met although they do not show prior year targets.

B PUBLIC BENEFITS

- Strategic goals and objectives are overwhelmingly not outcome-oriented. Majority of the performance goals are either not stated as outcomes or vague.
- A few key measures capture outcomes, but most do not.
- Narratives and vignettes are generally informative and compensate somewhat for the weak performance metrics.
- Report links the budget resources and costs to strategic goals, strategic objectives, and down to each performance goal.

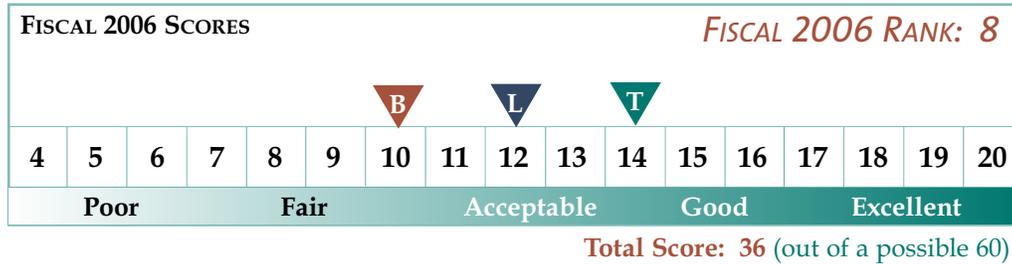
L LEADERSHIP

- Practice of classifying performance measures as “significantly met,” even if missed by as much as 25 percent, raises a red flag.
- Response to inspector general’s management challenges outlines specific actions that the department is taking.
- Narratives describe general strategies for the future with respect to each strategic objective, including anticipated challenges and plans to address them.



RANKING HISTORY

DEPARTMENT OF EDUCATION



T TRANSPARENCY

- Direct link to the report at the top of the department’s home page is easy to miss; report is downloadable in a single file or in multiple files.
- Report is well organized and uses an excellent format to present the department’s performance results.
- Improvements are needed in data timeliness and accuracy.
- Presentation consistently shows whether progress was made over the prior year.

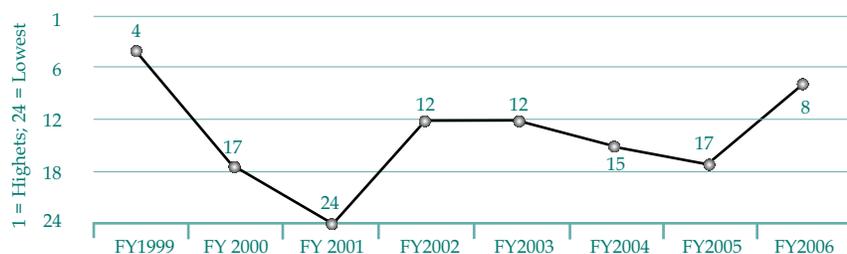
B PUBLIC BENEFITS

- Three of the five programmatic strategic goals are outcomes.
- Although none of the measures under “strategic goal 1” are outcome-oriented, a majority of the remaining measures appear to capture end or intermediate outcomes.
- Metrics are average, but most of the narratives usefully elaborate upon the department’s contributions.
- Report does not link costs to results.

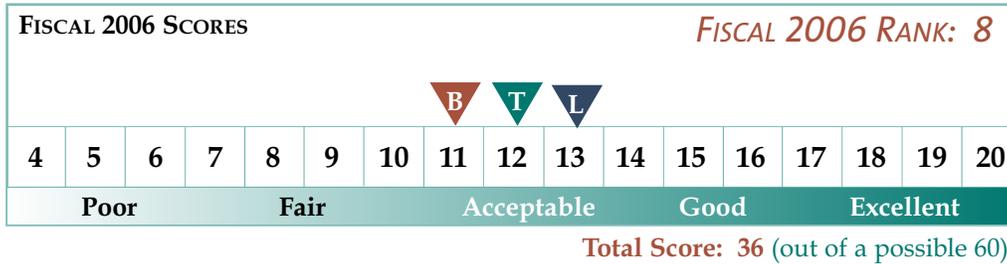
L LEADERSHIP

- Report clearly discloses performance results, including shortfalls.
- There is no agency management response directly to the inspector general’s concise and explicit report on management challenges.
- Little content on planned corrective actions for specific performance shortfalls, but the department does seem intent on improving its performance data.

RANKING HISTORY



ENVIRONMENTAL PROTECTION AGENCY



▼ TRANSPARENCY

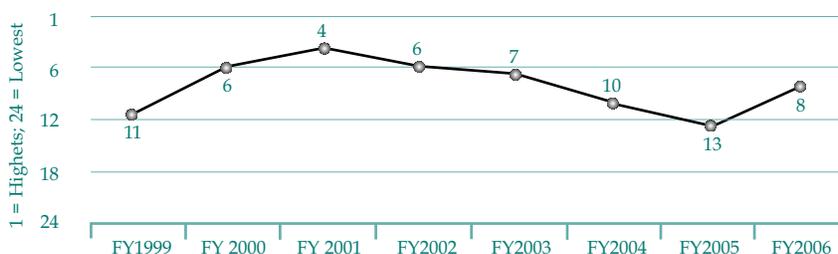
- Home page has a direct link to the report and provides good contact information for those with questions or comments.
- Although improved, the report still presents major readability challenges.
- Discussion of efforts to improve data quality is present, but lagging data are a significant impediment to performance reporting.
- Baseline and trend data are presented, but readability could be improved.

▼ PUBLIC BENEFITS

- All of the strategic goals are stated as high-level outcomes. About half of the strategic objectives are outcome-oriented.
- Many performance measures are highly technical and difficult for a non-expert to interpret.
- Narratives help to connect EPA's contributions to goal achievement.
- There is cost linkage to strategic goals and objectives as well as major programs, but not to annual performance goals or measures.

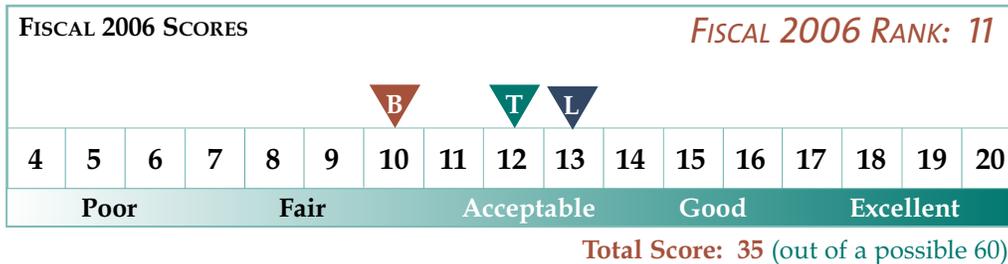
▼ LEADERSHIP

- Performance highlights describe important public benefits that flow from the agency's work.
- Explanations for specific performance shortfalls and remedial actions are provided.
- Inspector general's presentation indicates progress in managing for results, but is less specific concerning progress on the other challenges.



RANKING HISTORY

DEPARTMENT OF AGRICULTURE



T TRANSPARENCY

- Homepage lacks a direct link to the report. Contact information could not be found.
- Secretary’s transmittal letter is succinct and highlights the department’s major missions in a results-oriented way.
- Report uses a manageable number of performance measures, and narratives are generally clear and understandable for the lay reader.
- No data sources or data assessments with respect to individual performance measures.
- Provides baseline and trend data. Accompanying narratives are quite thorough.

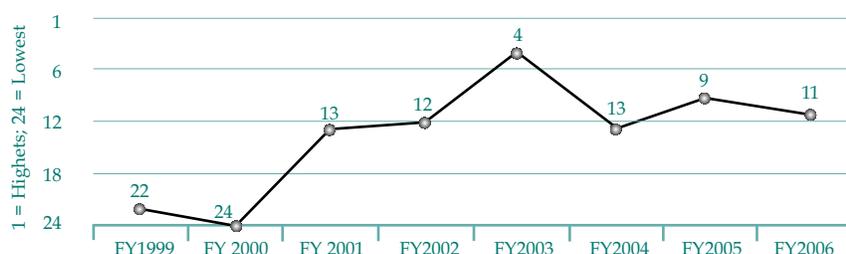
B PUBLIC BENEFITS

- All strategic goals are stated as outcomes, although often at a high level of generality.
- Less than half of the 38 performance goals, which double as measures, are stated as outcomes.
- Budget and staff resources are linked to the strategic goals, but not to any other level of the performance metrics.

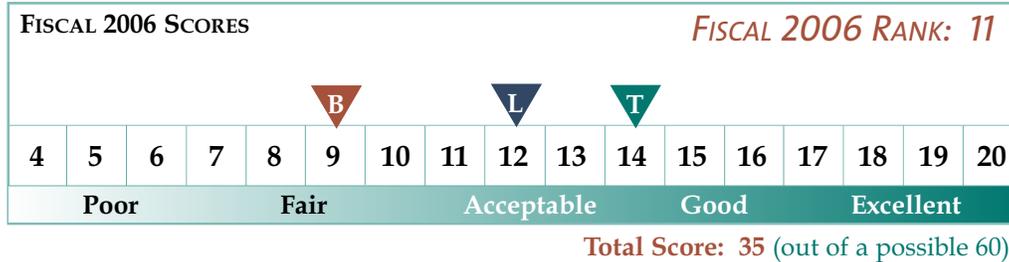
L LEADERSHIP

- Narratives describe the public benefits produced, but would be stronger if backed by more outcome-oriented performance metrics.
- Quality of the explanations of shortfalls and improvement plans varies.
- Inspector general’s presentation of major management challenges is thorough and informative.
- Narratives analyze challenges in each strategic objective area.

RANKING HISTORY



DEPARTMENT OF THE TREASURY



T TRANSPARENCY

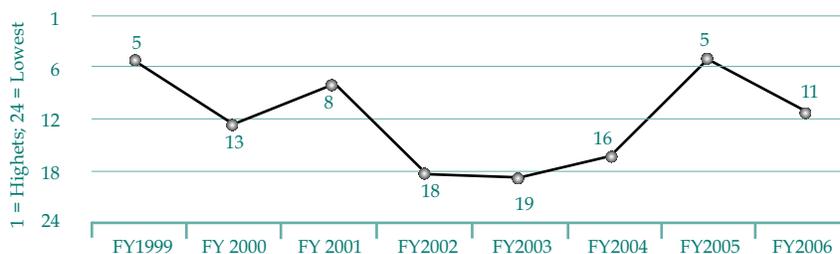
- Home page has a link, albeit obscure, to the report, and report is downloadable in a single file or multiple files.
- Good blend of narratives, graphs, and tables.
- Report provides little detail on data verification and validation.
- Performance section contains graphics illustrating multi-year trends in a number of categories.

B PUBLIC BENEFITS

- Some of the strategic goals and objectives capture outcomes, but at very high levels.
- Many of the measures classified as outcome measures are not.
- Narratives are more effective than the performance metrics in capturing the department's accomplishments.
- There is no cost allocation below the level of the strategic objectives.

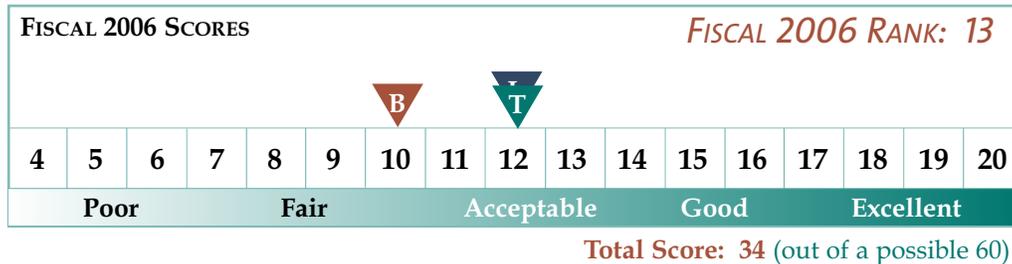
L LEADERSHIP

- Report clearly discloses performance shortfalls and consistently offers explanations for them.
- Reported management challenges are the same as last year, with indications of progress in some areas but not others.
- Performance section includes a discussion of future plans with respect to each strategic goal.



RANKING HISTORY

DEPARTMENT OF ENERGY



T TRANSPARENCY

- Although reduced from last year, the number of performance goals and measures (53 annual goals and 204 measures) creates a readability problem.
- Many goals and measures are stated in technical terms that are difficult for the lay reader to grasp.
- There are considerable deficiencies in data completeness and reliability.
- Report shows whether measures were met in prior years, but does not provide trend or baseline data to put performance in context.

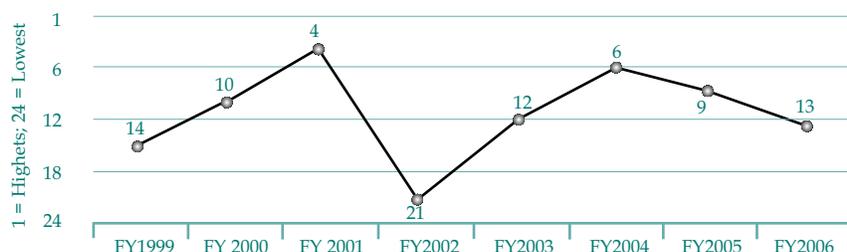
B PUBLIC BENEFITS

- Strategic goals and strategic objectives capture some clear outcomes, but at a high level of generality.
- Vast majority of performance measures address outputs, processes, and efficiencies rather than outcomes.
- Report allocates costs to the department’s strategic goals as well as to its strategic objectives and annual performance goals.

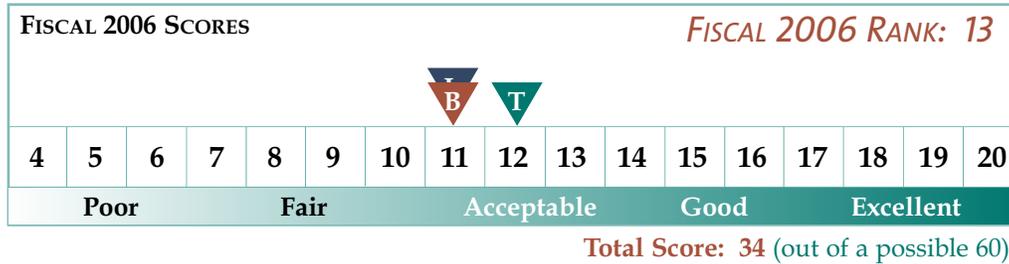
L LEADERSHIP

- “How We Serve the Public” sections do a good job of explaining the importance and public benefits of the department’s programs.
- Difficult for the lay reader to gain much insight into the “action plans” that describe remedies to performance shortfalls, due mainly to the technical nature of many measures.
- Report discusses major management challenges and the specific actions taken to address them.

RANKING HISTORY



NUCLEAR REGULATORY COMMISSION



T TRANSPARENCY

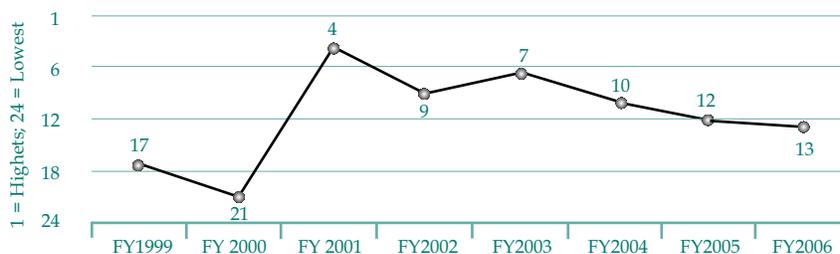
- Home page contains direct link to the report; no contact information could be found.
- Body of the report, while text-heavy, is well-organized, relatively concise, and generally easy to understand.
- Very manageable number of performance indicators: 5 strategic goals, 10 strategic outcomes, and 16 performance measures.
- New measures do not have significant prior year data as of yet.

B PUBLIC BENEFITS

- Safety and security strategic goals are clearly stated as outcomes while the rest, although focused on important aspects of the regulatory process, are less outcome-oriented.
- Like their associated goals, the safety and security measures are outcome-oriented, but most of the rest are not.
- Pass-fail nature of the key goals and measures makes it difficult to assess whether the agency is enhancing its performance from one year to the next.
- Report allocates costs to its safety and security goals; the agency chose not to allocate costs to the other goals, but does not explain why.

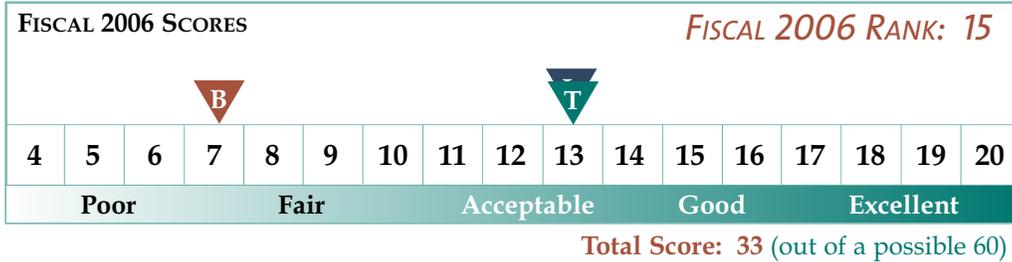
L LEADERSHIP

- Strong performance metrics in the agency’s key mission areas and informative narratives show the agency is effectively carrying out safety and security functions.
- Report does not highlight performance shortfalls, and the reader must look closely to find them.
- No specific response to the inspector general’s presentation of management challenges.



RANKING HISTORY

SOCIAL SECURITY ADMINISTRATION



T TRANSPARENCY

- Home page has a direct, but hard to find, link to the report; the report is downloadable in a single file or in multiple files.
- Report has good use of tables and graphics.
- Audits of 21 performance measures determined that five were reliable and seven were unreliable.
- Report clearly presents baseline and trend data for individual measures, using graphs to highlight them.

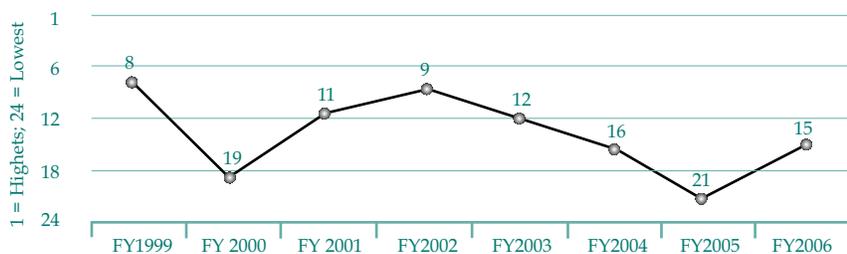
B PUBLIC BENEFITS

- Few strategic goals are outcome-oriented.
- Overall, the agency's performance metrics are weak; it is unclear how some measures and targets relate to outcomes, particularly those expressed as raw numbers of activities or outputs.
- Report provides limited context for understanding to what levels of performance the agency aspires.
- Costs are linked to the performance metrics only at the strategic goal level.

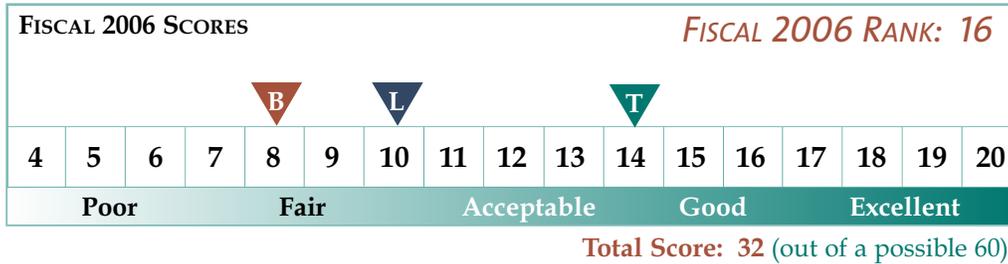
L LEADERSHIP

- Explanations are provided where shortfalls occurred, and some discussion of improvement strategies is usually included.
- Report provides an extensive description of actions being taken to address major management challenges.
- Report conveys that SSA is working to improve its timeliness and accuracy.

RANKING HISTORY



DEPARTMENT OF DEFENSE



T TRANSPARENCY

- Report is visually appealing, concise, and understandable, but incomplete due to omitted performance measures.
- Department has serious data shortcomings that result in disclaimers of opinion on financial statements each year and affect the quality of performance data.
- Report has no content on slightly over half of the department’s measures.

B PUBLIC BENEFITS

- All four of the strategic objectives are highly results-oriented, as are the first two risk-management strategic goals.
- There are very few outcome-oriented measures among the 66 selected measures featured in the report.
- There’s no content linking costs to goals or measures at any level.

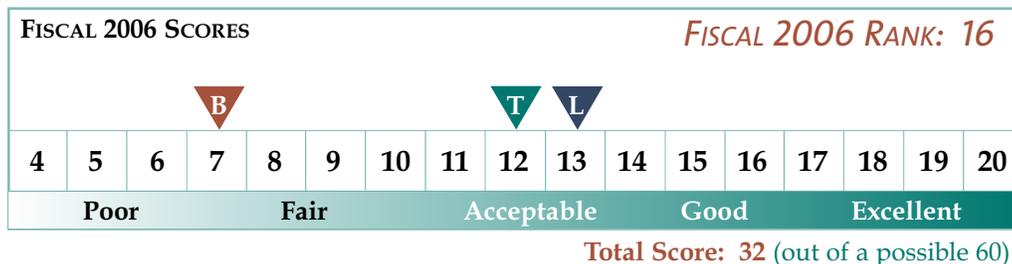
L LEADERSHIP

- Narratives effectively describe the department’s accomplishments in relation to its missions.
- The report gives no explanation of shortfalls for those measures not covered in the report, but the narratives describe shortfalls for the covered measures.
- The report has a perfunctory response to pervasive management challenges identified by the inspector general and GAO.
- Narratives highlight and discuss the many transformational changes undertaken in the department, although in somewhat general terms.



RANKING HISTORY

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION



T TRANSPARENCY

- Home page has a direct link to the report, which is downloadable in a single file or in multiple files.
- Lengthy, text-heavy, and at times quite technical report poses a readability challenge.
- No specific content in the main body of the report dealing with performance data verification and validation.
- Report does not provide baseline or trend data that are useful for putting performance in context or making comparisons from year to year.

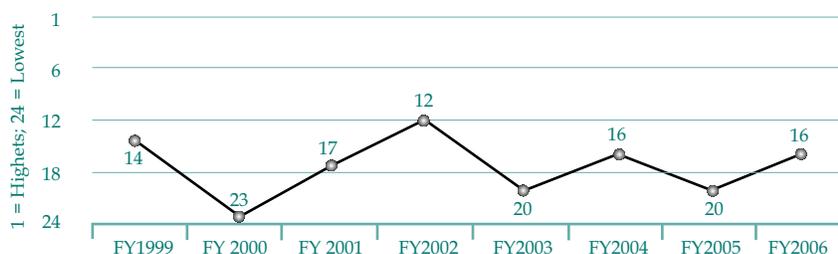
B PUBLIC BENEFITS

- The six strategic goals and most of the strategic objectives are not stated as outcomes.
- Performance measures follow the same pattern as the goals. Most are activities, tasks, or qualitative measures rather than outcomes.
- Report links costs only to the strategic goals and subgoals.

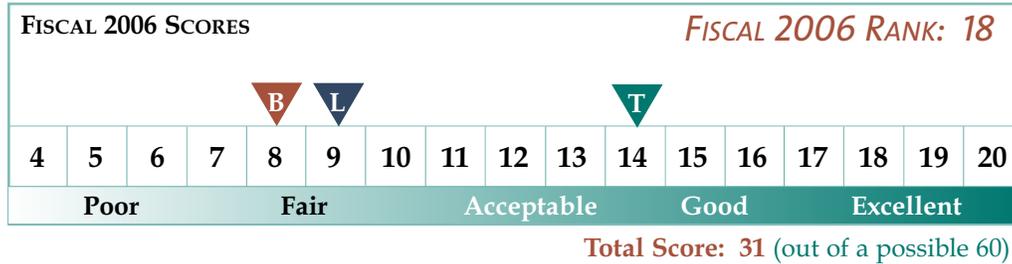
L LEADERSHIP

- Performance overview section does a good job of linking space exploration and other agency functions to enhancing human life.
- Report clearly discloses performance shortfalls and uses an excellent format to describe them and remedial actions.
- No specific response to the inspector general's presentation of management challenges.
- While report describes improvement plans for specific programmatic shortfalls, it says little about long-standing but critical management shortcomings, such as financial management and contract management.

RANKING HISTORY



DEPARTMENT OF THE INTERIOR



T TRANSPARENCY

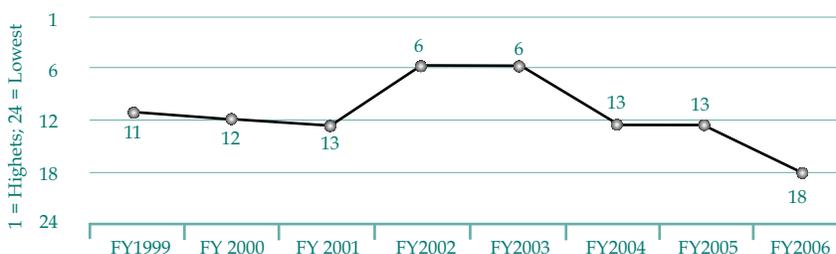
- Home page has an explicit direct link to the report and provides good report-specific contact information online and in the body of the report.
- The 209 performance measures are complex and sometimes confusing.
- No fiscal year 2006 results for about 18 percent of the measures, but a much higher percentage of results are reported this year than previous years.
- Prior year data for each performance measure are included, along with narratives that elaborate on performance trends.

B PUBLIC BENEFITS

- None of the strategic goals are stated as outcomes.
- Programmatic measures are somewhat more outcome-oriented than the goals, although less than half address outcomes.
- Narratives in the report provide some examples of significant contributions to goals, but stronger performance metrics are needed to back them up.
- Costs are linked to the “end outcome goals,” but it does not appear that costs are linked at a higher level or at a lower level.

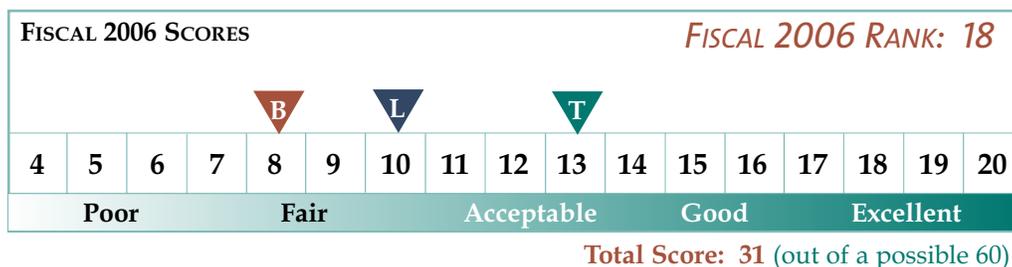
L LEADERSHIP

- Some explanations attribute shortfalls to data glitches or methodological issues and provide no insight into the department’s performance or how to improve it.
- Major management challenges are covered, but it is difficult to gain much insight into how much progress is being made.
- Report has little insightful content on improvement strategies, either on the programmatic or management side.



RANKING HISTORY

NATIONAL SCIENCE FOUNDATION



T TRANSPARENCY

- Home page does not have an explicit direct link to the report, and only the HTML version is downloadable in multiple files.
- Report has some good tables and graphics, but is generally text-heavy and makes extensive and excessive use of acronyms.
- The agency undertakes extensive efforts to verify and validate its performance measures and data.
- No meaningful baseline or trend data for the non-quantifiable measures.

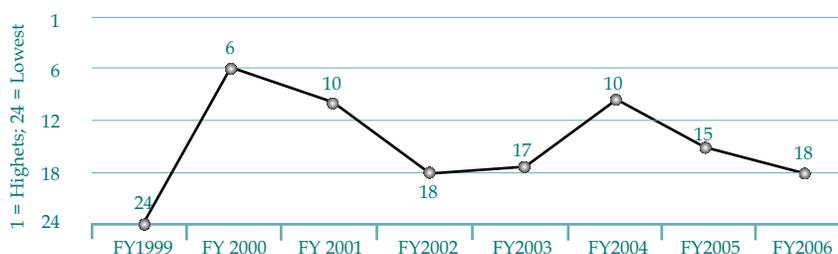
B PUBLIC BENEFITS

- Performance under the four strategic goals that are stated as high-level outcomes is assessed qualitatively or judgmentally rather than through quantifiable measures.
- The indicators, or measures, are generally not stated as outcomes.
- Research highlights and the narratives provide useful information regarding agency impact, compensating somewhat for the weak measures.
- Budget resources are only allocated to the agency's strategic goals and to "investment categories" within the three programmatic strategic goals.

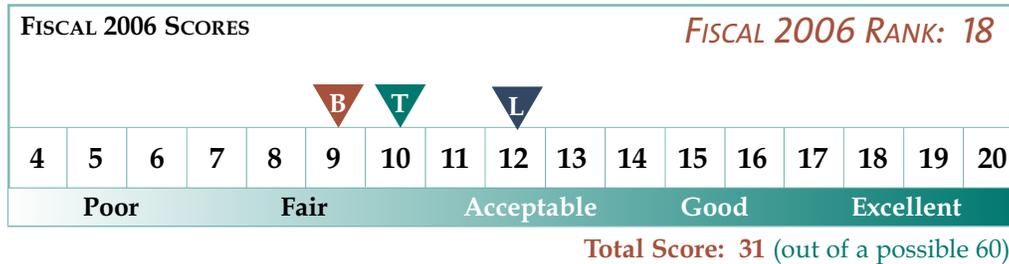
L LEADERSHIP

- Narratives would be more compelling for lay readers if they clearly demonstrated the connection between research results and important public benefits.
- Report does not provide a basis for assessing whether the agency's performance is improving over time.
- Agency's response to management challenges lists actions NSF is taking to address each challenge.
- Report conveys the sense that the agency's leadership is largely satisfied with NSF's performance and not particularly focused on efforts to improve.

RANKING HISTORY



SMALL BUSINESS ADMINISTRATION



T TRANSPARENCY

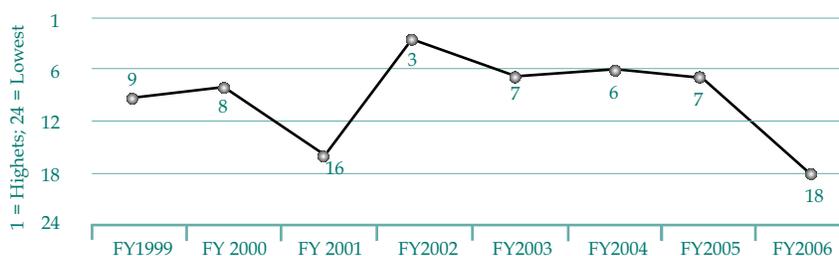
- The fiscal year 2006 report was not posted to Web site by the December 15, 2006 deadline.
- Report uses reader-friendly tables with color-coded graphics to summarize performance results.
- It is difficult for the reader to gain an overall sense of the agency's performance since the report covers only key measures and the presentation of even these measures is disjointed.
- Report provides a succinct but substantive discussion of steps taken to ensure data quality, some significant data issues that exist, and steps being taken to address them.
- Baseline and trend data are present, but additional context information concerning performance targets and trends would be useful.

B PUBLIC BENEFITS

- Some goals are stated as outcomes, but at such high levels that measurement is challenging.
- About half of the 11 agency-wide performance measures are truly outcome measures.
- Narratives accompanying the specific descriptions of performance results provide little perspective to assist in assessing the agency's performance.
- The report allocates budget resources to the strategic goals and strategic objectives.

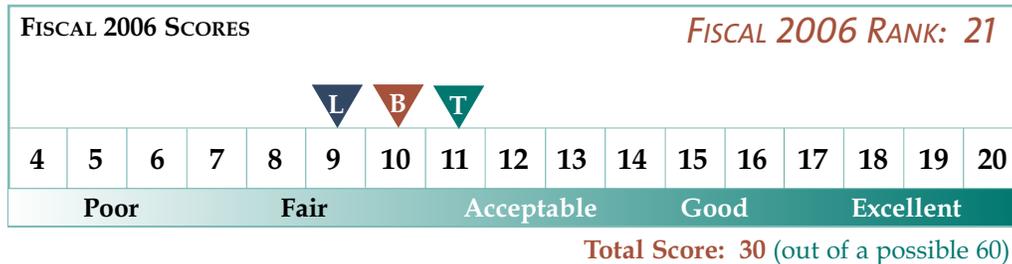
L LEADERSHIP

- General narrative portions of the report do a good job of articulating the public benefits that flow from the agency's work.
- Performance shortfalls are disclosed, but the explanations are not very informative and, in some cases, cryptic.
- Inspector general's presentation of major management challenges is exceptionally informative and useful.
- Transmittal letter and executive summary candidly emphasize lessons learned, as well as changes to be made.



RANKING HISTORY

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT



T TRANSPARENCY

- Home page has a prominent direct link to the report, but the report is downloadable only as a single large file.
- Text is verbose rather than succinct, focusing mainly on outputs, activities, and processes. It highlights few specific outcome-oriented results for the year.
- The inclusion of a “data discussion” to accompany many the individual performance indicators is a positive feature but sometimes could use more information.
- Report does not disclose prior year targets nor does it generally discuss how performance targets are set.

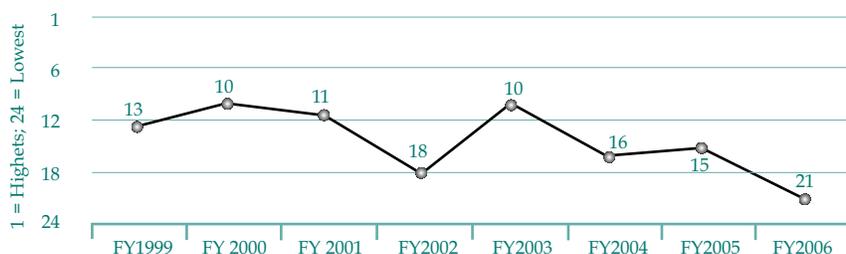
B PUBLIC BENEFITS

- Goals and objectives are mixed in terms of outcome-orientation.
- Of the more than 90 measures under strategic goals, few are clearly stated as end outcomes.
- Narratives generally do a better job of demonstrating the department’s contributions than the department’s goals and measures.
- Budget resources are linked to goals and results only at the strategic goal level.

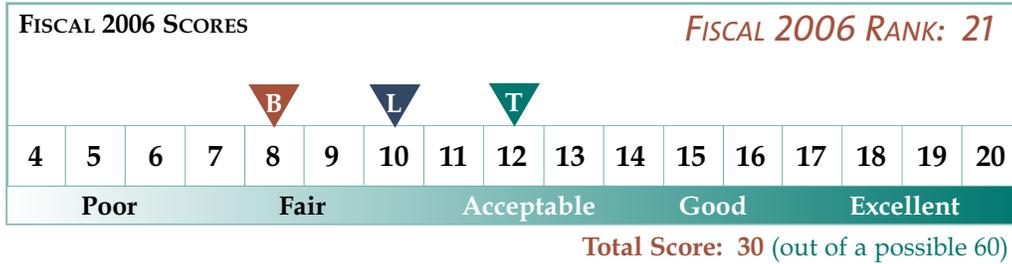
L LEADERSHIP

- Report is formatted to clearly disclose performance shortfalls, but there are serious deficiencies in the actual data presented.
- Descriptions of management challenges present a mixed picture, indicating significant progress on at least one challenge but providing little evidence of specific improvement on others.
- Report does not convey a sense that the department is committed to improving its performance, due to unchallenging targets and slow-paced management improvements.

RANKING HISTORY



DEPARTMENT OF HOMELAND SECURITY



▼ T TRANSPARENCY

- While the report is lengthy and text-heavy, the narratives are generally clear and understandable.
- Little affirmative basis for confidence in the reliability of the data.
- Prior year data are missing for a number of measures. For others, results are not disclosed because they are sensitive or classified.

▼ B PUBLIC BENEFITS

- Only the first three of the six strategic goals are stated as outcomes and only then at high levels of generality.
- Only six of 26 strategic objectives are clearly stated as measurable outcomes.
- Most of the performance measures focus on outputs, activities, and processes as opposed to results.
- Costs are linked to the strategic goals and objectives, but not down to the performance goals or targets.

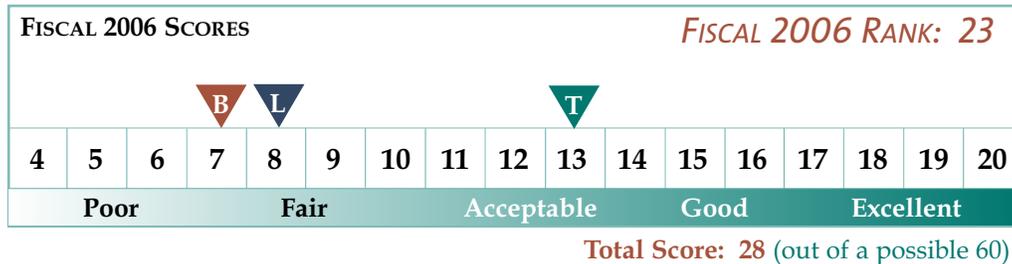
▼ L LEADERSHIP

- Lack of results-orientation in both the performance metrics and the narratives leaves the reader with little sense of concrete results that flow from the department's work.
- Report clearly discloses performance shortfalls in an initial table of aggregate results.
- Goals and objectives in the management area are exceptionally weak.
- Report describes generally adequate and informative planned improvements in both the programmatic and management areas.



RANKING HISTORY

OFFICE OF PERSONNEL MANAGEMENT



T TRANSPARENCY

- Home page has an explicit direct link to the report, which is downloadable in a single file or multiple files.
- Report's brevity reflects the limited substantive information that it conveys rather than its conciseness.
- Fiscal year results are included for all 58 goals. Data sources are provided, but the data sources and verification methods are sometimes unclear.
- Very little prior year baseline or trend data for the agency's goals.

B PUBLIC BENEFITS

- None of the seven programmatic strategic goals are outcome-oriented.
- None of the goals, which double as measures, are stated as outcomes.
- Costs (and staff resources) are linked only to the strategic goals.

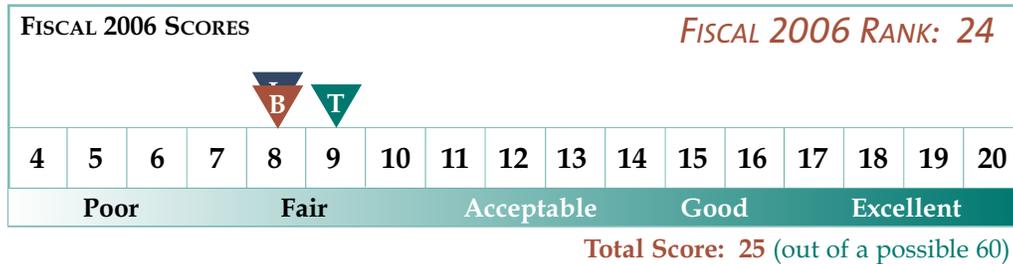
L LEADERSHIP

- Narratives do little to demonstrate that the agency is accomplishing its core mission.
- There are no performance shortfalls due to reported success on all 58 performance goals/measures; however, many goals/measures are mundane and unchallenging.
- No direct response by agency management to the inspector general's presentation on management challenges.
- Report fundamentally lacks evidence of forward-looking leadership or strategic thinking to enhance performance.

RANKING HISTORY



DEPARTMENT OF HEALTH AND HUMAN SERVICES



T TRANSPARENCY

- Home page does not have a direct link to the report. Only the hard copy version provides specific staff contacts.
- The report covers 35 performance measures, but the full set of departmental measures is not described anywhere in the report.
- The report lacks results for just over half of the measures it covers (18 of 35), and an independent auditor's report raises issues about data accuracy.
- The report has useful prior year data for each covered measure, but the limited coverage of the department's measures and the absence of many current results make it hard to assess performance trends.

B PUBLIC BENEFITS

- All of the programmatic strategic goals are stated as outcomes.
- Of the 35 measures, ten are clearly outcome-oriented.
- No costs allocated to the performance metrics at any level.

L LEADERSHIP

- Narratives describe some of the department's accomplishments, but usually focus more on process and activities than results.
- Report discloses only one performance shortfall and offers no specific remedial plan.
- Inspector general's presentation indicates progress on two management challenges, but it is difficult to determine progress on the others.
- Report has little discussion of improvement strategies for next year.



RANKING HISTORY