

AGENCY-BY-AGENCY SCORING SUMMARIES

IN FISCAL YEAR 2007 RANK ORDER

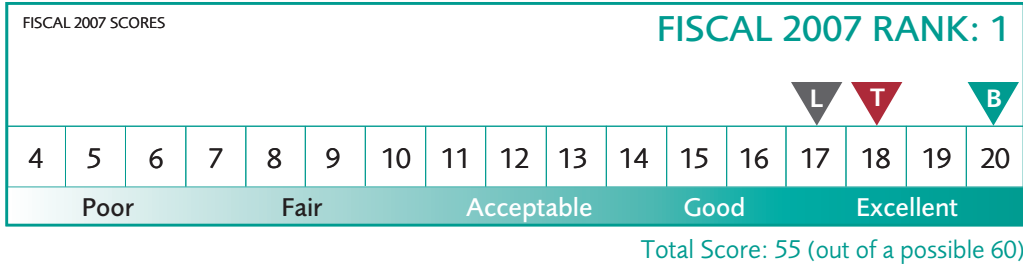
THIS SECTION SUMMARIZES the scores received by each agency in the three major scoring categories: Transparency, Public Benefits, and Leadership. Each agency's summary appears on a separate page in rank order from highest to lowest. The graphic at the top of each page displays the scores each agency received in the three categories this year, FY 2007. The graph at the bottom shows the rankings each agency has earned on the Scorecard for FY 1999 through FY 2007.

For example, the Department of Transportation's report this year earned scores of 18, 20, and 17 on the Transparency, Public Benefits, and Leadership criteria respectively. The total of these scores, 55, gave this report the top ranking for FY 2007.

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 one-page descriptions draw from extensive notes the research team compiled, explaining 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/Programs/pageID.351,programID.4/default.asp>.

DEPARTMENT OF TRANSPORTATION



Transparency (T)

- Excellent transmittal letter highlights specific departmental accomplishments, but also acknowledges specific problems and cites initiatives for improvement.
- Report is well-organized, reader-friendly, and consistently substantive.
- Home page has a prominent direct link to the report, but the link does not include prior year versions. Contact information was found only in the hard copy.
- Results are shown for all 34 key measures; estimates and projections are clearly indicated.
- Extensive baseline and trend data provide rich context for assessing progress.

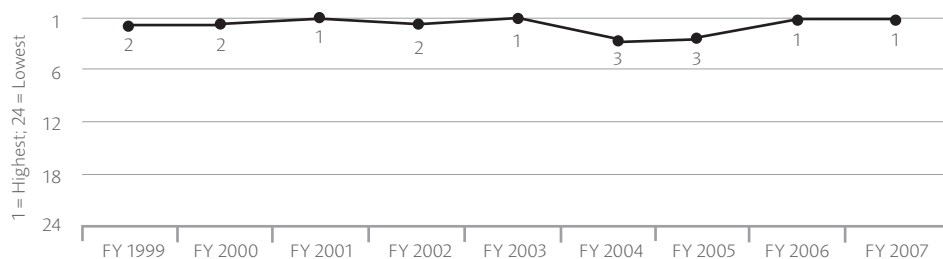
Public Benefits (B)

- The majority of strategic goals and strategic objectives are very outcome-oriented.
- Most programmatic performance measures also capture end or intermediate outcomes.
- Department's performance metrics are exceptionally well-suited to demonstrating accomplishments in its mission areas.

Leadership (L)

- Major advance made in allocating budget costs to strategic goals, "performance goal areas," and individual performance measures.
- Candid and thoughtful narratives throughout the report instill confidence that the department is working hard to enhance public benefits.
- Report clearly discloses shortfalls and generally provides thorough explanations.
- Inspector general's presentation is lengthy and of limited value to the lay reader. Agency's response is much more focused and informative.

RANKING HISTORY



DEPARTMENT OF LABOR

FISCAL 2007 SCORES																	FISCAL 2007 RANK: 2		
4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20			
Poor				Fair				Acceptable				Good			Excellent				

Total Score: 53 (out of a possible 60)

Transparency (T)

- Department’s home page prominently links to the report, which is downloadable in a single file or multiple files.
- Accompanying highlights document is exceptionally reader-friendly and makes excellent use of direct hyperlinks for accessing more detailed information.
- Results are included for all but one performance goal. Estimated data are clearly disclosed.
- Report utilizes a thorough and informative presentation of program results, trends, and future plans.

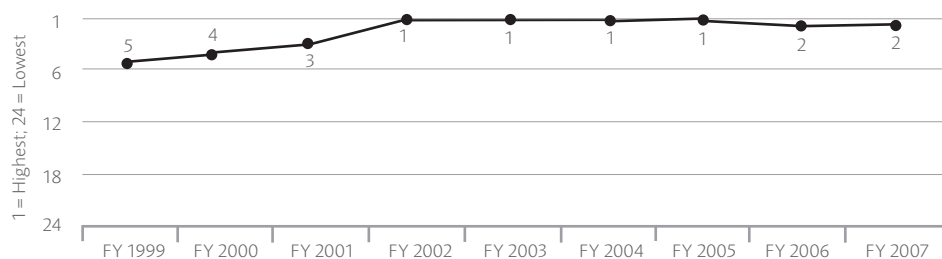
Public Benefits (B)

- All four strategic goals and the vast majority of performance goals are strongly outcome-oriented.
- Performance measures are highly outcome-oriented overall, with the exception of some activity and efficiency-based measures under the second strategic goal.
- Strong performance metrics do an excellent job of demonstrating public benefits.
- Report links costs to all strategic and performance goals, as well as many individual performance measures.

Leadership (L)

- Transmittal letter could highlight more specific results.
- Report discloses shortfalls, for which it consistently provides explanations and outlines plans for improvement.
- System of classifying goals as “substantially achieved” even if 20 percent of measures were missed appears arbitrary, particularly since some measures may be more significant than others.
- Department’s “traffic light” self-assessment of progress on major management challenges is specific and informative. The inspector general’s presentation could benefit from a similar system.

RANKING HISTORY



DEPARTMENT OF VETERANS AFFAIRS



Transparency (T)

- Home page has a direct although not very prominent link to the report. Report is downloadable in single or multiple files.
- Though extremely lengthy, the report is well-formatted and has many excellent presentational features.
- The accompanying highlights document is quite valuable for a lay reader, incorporating many of the best features of the full report into a much shorter document.
- Report includes FY 2007 results for all 23 key measures, but lacks results for about 19 percent of the non-key measures.
- Trend data indicate that the department sets challenging performance targets relative to past performance.

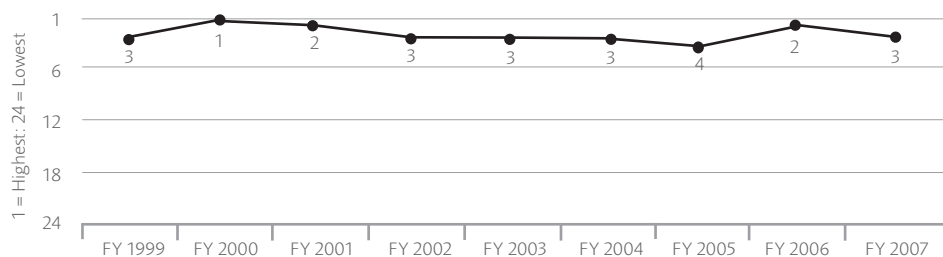
Public Benefits (B)

- All but one of the programmatic strategic goals are stated as outcomes.
- Although most are clearly relevant and useful for the department's mission the outcome orientation of the performance measures could be enhanced.
- Report allocates costs to all strategic goals and measures and to four (one more than last year) of the key performance measures.

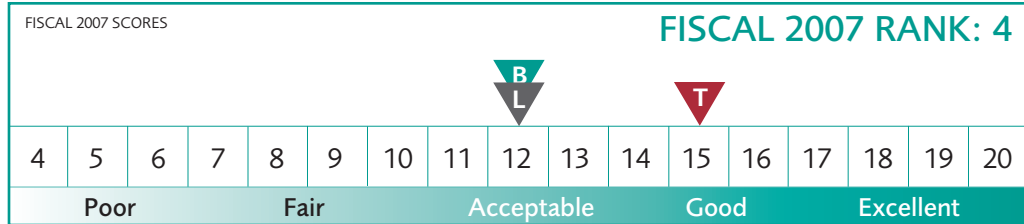
Leadership (L)

- Excellent narratives, backed up with generally strong performance metrics, describe the department's results.
- Though explanations for some shortfalls could be improved the report clearly discloses performance shortfalls.
- Discussion of major management challenges is very detailed and substantive.
- Report contains considerable detail on strategies for meeting the department's performance challenges.

RANKING HISTORY



NUCLEAR REGULATORY COMMISSION



Total Score: 39 (out of a possible 60)

Transparency (T)

- Agency has a prominent direct link to the report, which is downloadable in single or multiple files. No report-specific contact information was available.
- This visually appealing, concise report effectively uses tables and graphics to summarize and highlight information relevant to the agency's performance.
- FY 2007 results are included for all but two of the measures highlighted in the report.
- Report includes prior year data, but "pass/fail" nature of measures in several strategic goal areas provides limited insight into performance trends.

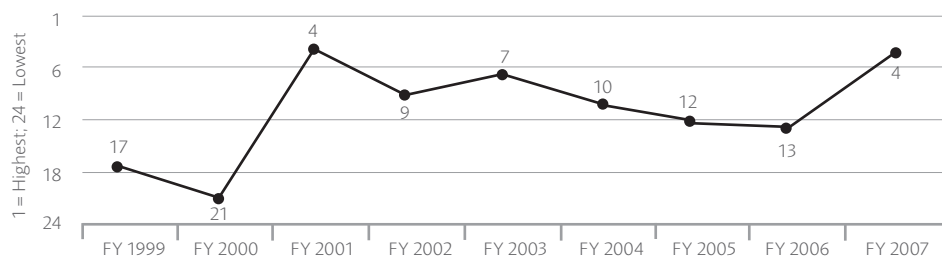
Public Benefits (B)

- Programmatic strategic goals and underlying objectives are clearly outcome-oriented. Operational strategic goals are mostly process-oriented.
- The safety and security performance measures are clear indicators of success for their applicable goals.
- Performance metrics would be strengthened with the addition of intermediate goals to provide a more nuanced view of performance.
- Report allocates cost only to safety and security strategic goals, but indicates the agency is working to improve cost management capabilities.

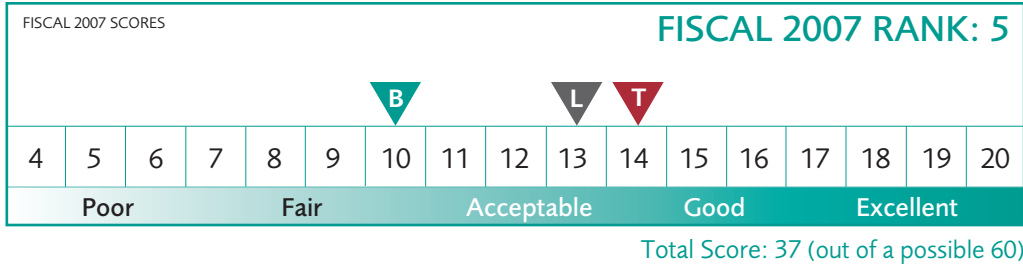
Leadership (L)

- Transmittal letter would be stronger if it highlighted specific accomplishments.
- Report explains performance shortfalls and provides at least general statements on remedial steps.
- Inspector general's presentation and agency response indicate significant attention to management challenges.
- Improvement strategies for both management and performance are included.

RANKING HISTORY



DEPARTMENT OF COMMERCE



Transparency (T)

- Home page does not have a direct link to the report, which is downloadable in a single file or multiple files. Only the hard copy of the report contains contact information.
- Report contains informative tables and graphs, as well as clear summaries of results under each strategic goal.
- Report provides detailed data sources and background for each performance measure.
- Tables indicate prior year targets and show whether these targets were met.

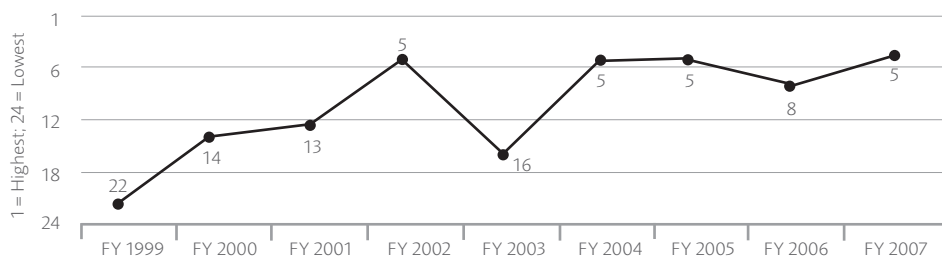
Public Benefits (B)

- Only one of the three strategic goals is outcome-oriented and about one-third of the programmatic performance goals capture either final outcomes or intermediate outcomes.
- Majority of performance measures are not outcome-oriented and instead are activity, efficiency, or customer service measures.
- Report relies on generally informative narratives to demonstrate accomplishments and benefits. Unfortunately, the performance metrics do not effectively demonstrate the department's contributions to important national results.
- Report allocates budget resources to all strategic goals and objectives, as well as to each performance goal.

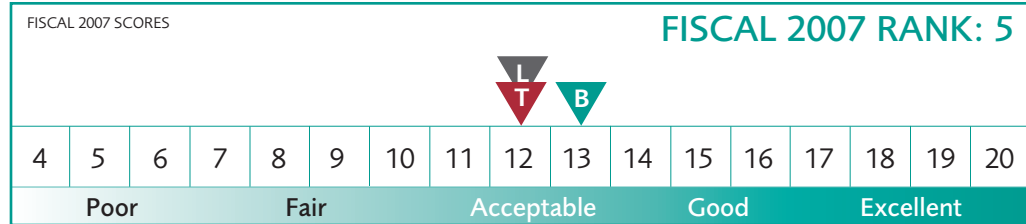
Leadership (L)

- Report clearly discloses performance results, including shortfalls with color-coded icons.
- Overall, the department's responses to the inspector general's management challenges are detailed and provide specific actions the department is taking.
- Report is rich in content outlining plans for addressing programmatic and management shortcomings.

RANKING HISTORY



DEPARTMENT OF HEALTH AND HUMAN SERVICES (PILOT)



Total Score: 37 (out of a possible 60)

Transparency (T)

- Home page has prominent link to highlights report. No report-specific contact information found.
- Reader-friendliness of additional source documents linked to from the highlights report varies.
- There are clear, concise narratives for the 40 key performance measures the report covers.
- Significant data lags, more severe than in prior years, impede performance reporting.
- Highlights report includes limited, inconsistent baseline and trend data.

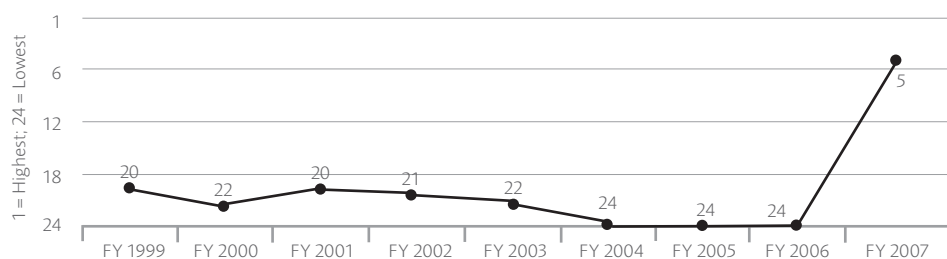
Public Benefits (B)

- New strategic goals and objectives are, on the whole, stronger and more outcome-oriented than their predecessors.
- About two-thirds of the 40 key measures clearly capture end or intermediate outcomes.
- Budget resources are linked to strategic goals and objectives.

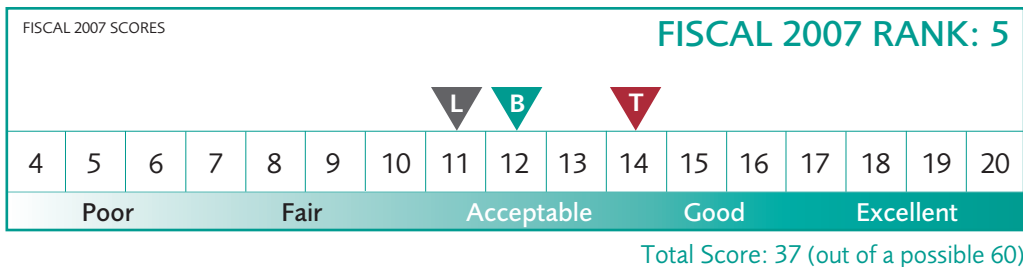
Leadership (L)

- Narratives throughout report effectively highlight performance results.
- Report narratives disclose performance shortfalls and present future improvement strategies.
- Department appears to be making significant progress on its management challenges.

RANKING HISTORY



DEPARTMENT OF HOMELAND SECURITY (PILOT)



Transparency (T)

- Home page has direct link to the highlights report, which is downloadable in a single file. This link also contains prior year reports.
- Well-formatted and reader-friendly highlights report focuses on a small group of key measures, but links to separate performance report for information on the remaining measures.
- Highlights report contains a brief assertion of data reliability, but includes a link to a thorough discussion of data sources and verification.
- Data are incomplete for a number of the department's measures.

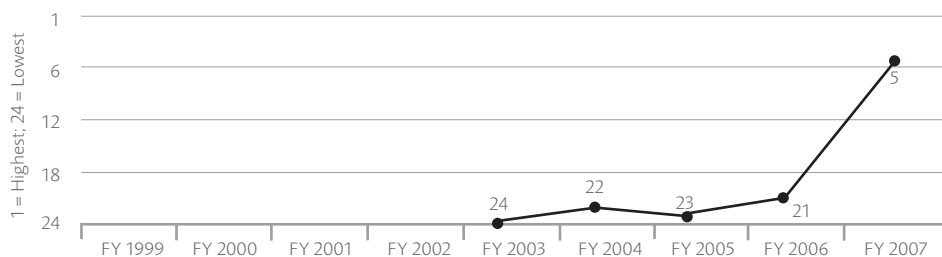
Public Benefits (B)

- New strategic goals and objectives are greatly improved in their outcome orientation.
- Five of the eight key measures described in the highlights report capture clear outcomes. Most of the remaining non-key measures are not outcomes.
- Narratives describe accomplishments well, but highlighting more measures would be helpful in backing these up.
- Budget resources are linked to strategic goals and objectives, as well as to program performance goals.

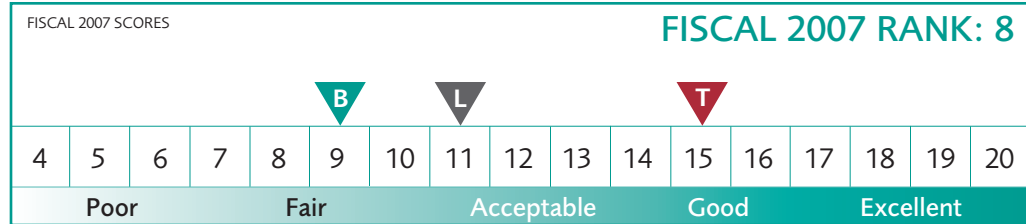
Leadership (L)

- Highlights report includes an explanation for the one missed key measure that it covers and provides additional analysis of performance at the performance goal level.
- The extensive content on major management challenges fails to provide clear insight into progress on individual challenges and when resolution is likely.
- The department does a solid job of describing improvement strategies.

RANKING HISTORY



DEPARTMENT OF JUSTICE



Total Score: 35 (out of a possible 60)

Transparency (T)

- Report is prominently linked to on the home page, but there is no report-specific contact information in either the online version or the hard copy.
- Though acronym-heavy, the report is succinct and generally reader friendly.
- Report focuses on a very manageable number of key measures. It is unclear if the department uses other GPRA-level performance measures.
- Excellent graphics and accompanying narratives present performance targets and results going back several years. Report also assesses progress toward long-term goals.

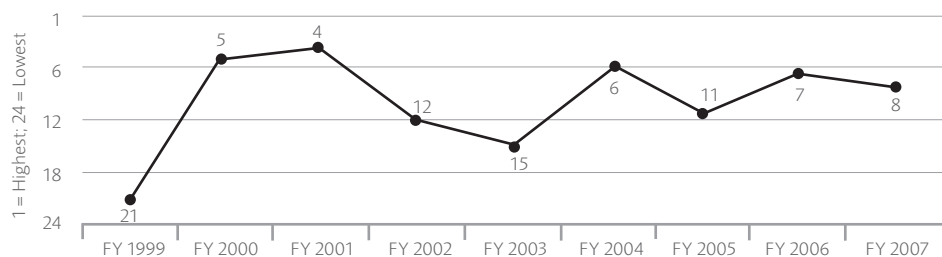
Public Benefits (B)

- Revised strategic goals and objectives are more outcome-oriented though greater specificity and precision would be helpful.
- Reliance on “pass/fail” metrics and expression of targets as raw numbers instead of percentages affords little basis for assessing annual progress.
- Report links budgetary resources to performance metrics only at the strategic goal level.

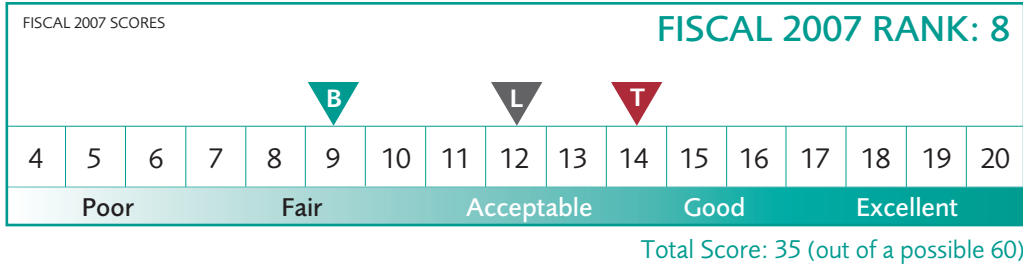
Leadership (L)

- Narratives throughout the report highlight the department’s missions and functions well for the public.
- Report clearly explains performance shortfalls, but does little to indicate how the department plans to address them.
- Inspector general’s presentation is thorough and specific, indicating significant progress on most management challenges.
- There is little forward-looking content in the report on performance-improvement strategies.

RANKING HISTORY



DEPARTMENT OF THE TREASURY



Transparency (T)

- Home page has a prominent link to the report, downloadable in single or multiple files, it also includes prior year reports.
- Report presents performance results in clear tables and concise narratives, but the explanation of performance metrics may confuse the lay reader.
- Discussion of efforts to improve data quality includes specific examples of the agency's progress.
- Thorough presentation of baseline and trend data, but technical nature of descriptions hampers readability.

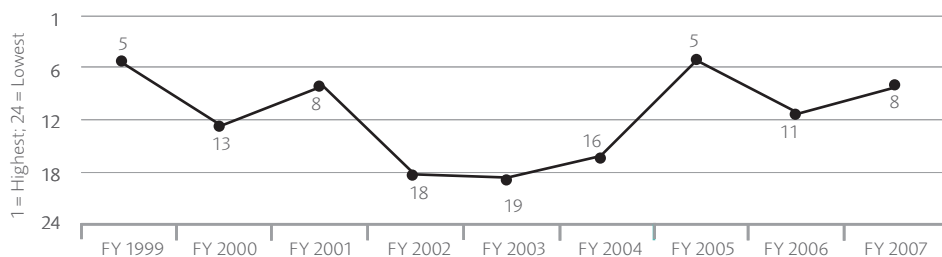
Public Benefits (B)

- The three strategic goals are stated as outcomes but could benefit from greater specificity. Most strategic objectives are also fairly outcome-oriented.
- Vast majority of the 73 key measures address outputs and efficiencies rather than real outcomes.
- Weak performance metrics limit the ability to demonstrate accomplishments in an outcome-oriented way.
- Report allocates costs only to strategic goals and "outcomes."

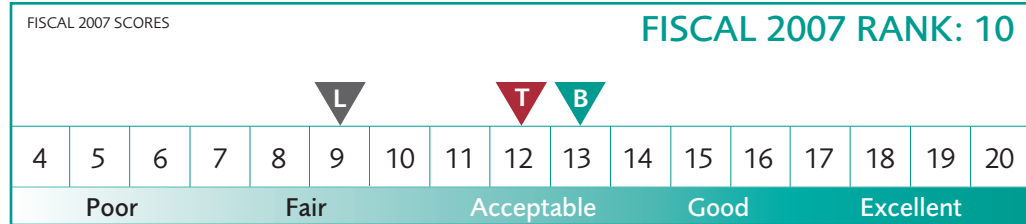
Leadership (L)

- Report clearly discloses performance shortfalls, though some of the explanations are difficult to understand.
- Discussion of major management challenges suggests credible steps are being taken to address them.
- Report includes brief, but adequate, narratives describing future programmatic and management improvements.

RANKING HISTORY



GENERAL SERVICES ADMINISTRATION



Total Score: 34 (out of a possible 60)

Transparency (T)

- Link on home page leads to current year report and several previous years. There is no report-specific contact information online; this information was in the hard copy.
- Report focuses on 17 key measures, presenting these measures and their FY 2007 results concisely. No results are included in report for non-key measures.
- Report does not specifically address inspector general's concern over problems with data integrity.
- Report provides prior year targets and results for all performance measures.

Public Benefits (B)

- Strategic goals are reasonably outcome-oriented, particularly the first and third goals.
- The performance measures are largely activity- or efficiency-based, though some are outcome-oriented.
- Absence of FY 2007 results for non-key measures limits agency's ability to link actions with results.
- Table links budget costs down to most performance measures.

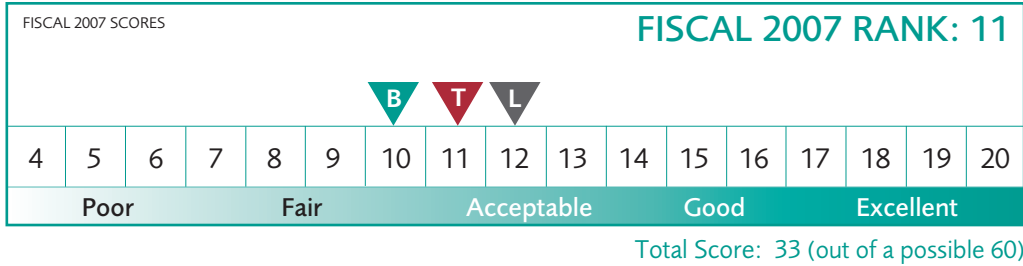
Leadership (L)

- Examples of specific accomplishments would improve the report's narratives.
- Neither the inspector general nor the agency management provides enough specifics to instill confidence that the agency is addressing challenges.
- Report is extremely lacking in discussion of improvement strategies.

RANKING HISTORY



DEPARTMENT OF AGRICULTURE



Transparency (T)

- Home page includes a direct link to the report. No contact information is found in either online version or hard copy.
- It is a visually appealing presentation, including generally informative tables and graphs.
- Report uses a manageable number of performance measures, but they are often expressed in complex terms.
- Report lacks data sources or detail on data verification and validation.
- The extent and usefulness of trend data vary depending on the nature of the measures.

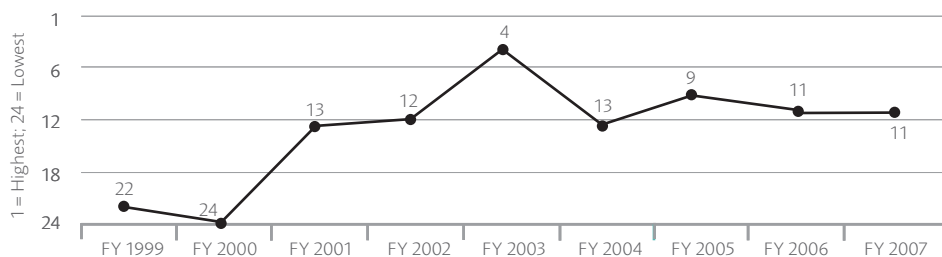
Public Benefits (B)

- All strategic goals are stated as outcomes, though at a high level of generality.
- The outcome orientation of the annual performance measures is mixed: some outcomes, some intermediate outcomes, and some output and efficiency measures.
- The linkage of resources to results does not extend beyond the strategic goal level.

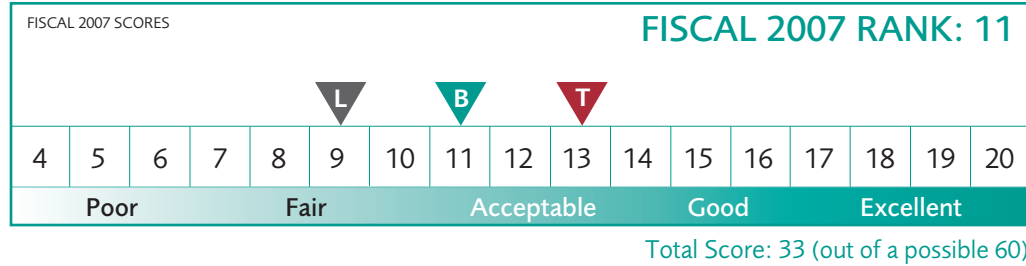
Leadership (L)

- Narratives include a number of specific examples of the department's accomplishments in relation to its missions.
- Report consistently offers some explanations for shortfalls, though what constitutes a shortfall is sometimes unclear, given that assessment metrics may, in some cases, cover a range above and below the target.
- Report gives considerable attention to management challenges, providing detailed responses to the inspector general's concerns.
- Discussion of improvements focuses more heavily on management issues than on programmatic shortfalls.

RANKING HISTORY



ENVIRONMENTAL PROTECTION AGENCY



Transparency (T)

- No home page link directly to report, though it can be found through the “About EPA” tab on the home page. Specific contact information available in both online and hard-copy versions.
- Report’s length, heavy acronym use, and technically-stated measures pose major readability challenges.
- Accompanying highlights document is a particularly useful, well-written tool for lay readers.
- Report indicates that the agency continues to face serious data challenges, which greatly hamper adequate performance reporting.

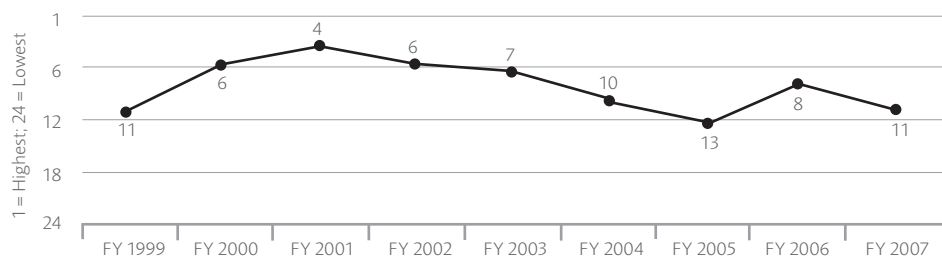
Public Benefits (B)

- Strategic goals capture high-level outcomes. Some of the strategic objectives are too vague or abbreviated to determine their outcome orientation.
- Most performance measures under the first two strategic goals are relatively outcome-oriented; however, the majority of measures remain highly technical.
- Secretary’s transmittal letter and narratives in the performance section describe agency accomplishments in a way that can resonate with the public.
- Report links budget resources to strategic goals and objectives and to specific programs, but not to annual performance goals or measures.

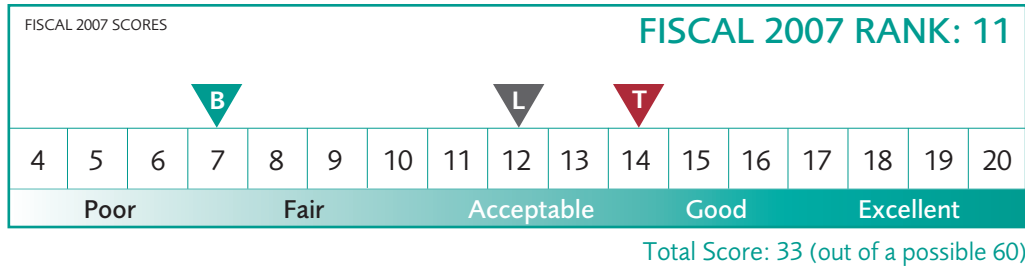
Leadership (L)

- Explanations for performance shortfalls are not very informative and sometimes lack specific reasons.
- Omission of the original inspector general’s presentation on management challenges raises a red flag in terms of whether any other content has been left out.
- There is little content on planned strategies to address either management or programmatic challenges beyond a general focus on progress.

RANKING HISTORY



SOCIAL SECURITY ADMINISTRATION



Transparency (T)

- Home page has a prominent link to the report, and the link also produces all prior year versions.
- Well-organized report includes reader-friendly tables, such as one highlighting the agency's key performance results.
- Audits determined that data weaknesses affect some performance measures. It appears the agency is working to correct these issues.
- Report shows whether goals were met in prior years, but does not specify those goals.

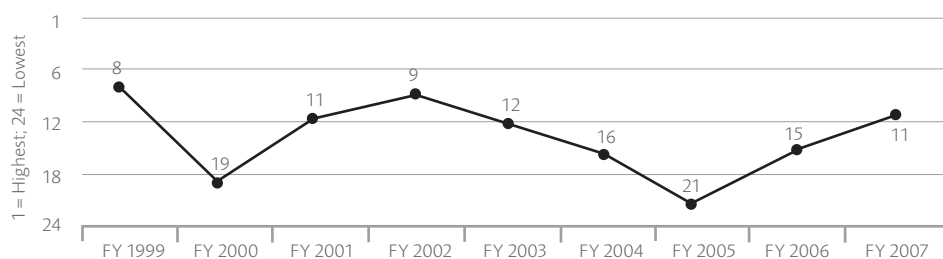
Public Benefits (B)

- Most strategic goals do not capture measurable outcomes; the underlying strategic objectives are more specific.
- Few of the agency's 38 performance measures are outcome measures.
- Cost allocation is only to the strategic goal level though the report hints at developing tools for improving cost management.

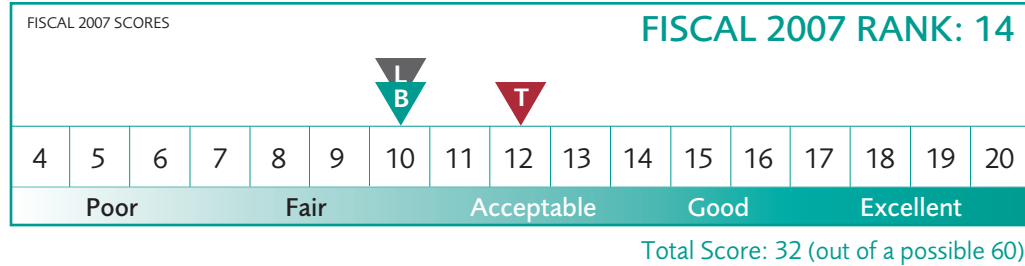
Leadership (L)

- Narratives focus primarily on administrative challenges rather than the importance and public benefit of the agency's programs.
- Report clearly discloses shortfalls and generally includes an explanation and outline of improvement strategies.
- Report evidences forward-looking leadership and a commitment to performance improvement.

RANKING HISTORY



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT (PILOT)



Transparency (T)

- There is a prominent, direct link to the highlights report on the home page; contact information is included in the hard copy.
- This visually appealing report is easy to read and focuses on a manageable number of “illustrative” measures.
- There is no discussion of data sources or other background; results for two measures appear to be missing due to data unavailability.
- Many measures are baselines for FY 2007 and thus lack prior year data.

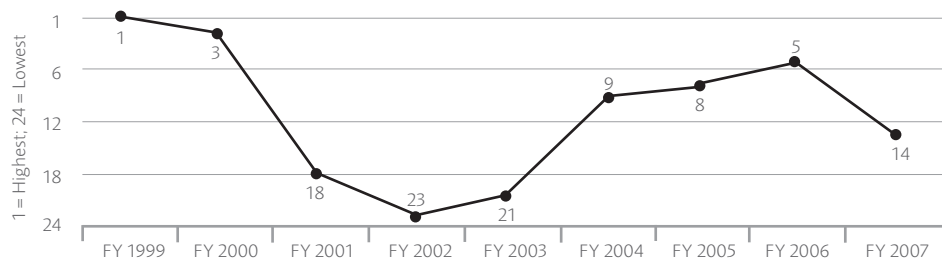
Public Benefits (B)

- New strategic goals are less results-oriented than in prior years; most are stated in high-level, vague terms with little indication of measurable outcomes.
- About one-third of the illustrative measures captures intermediate or end outcomes.
- Report links budget resources only to the strategic goal level.

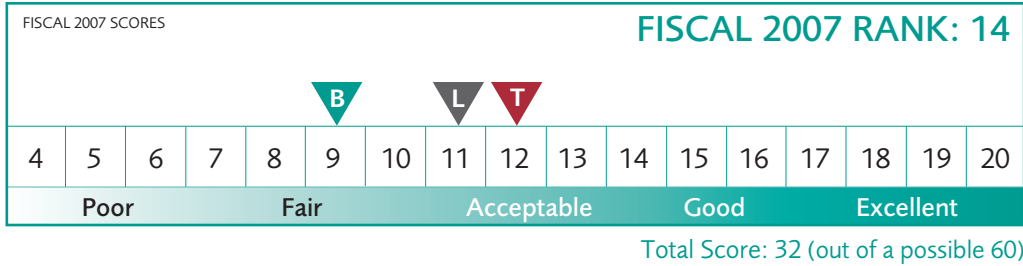
Leadership (L)

- Narratives throughout the report could do a better job of highlighting the agency’s program performance and substantive accomplishments.
- System of categorizing results as “on target,” even if performance was short of the target by nearly 10 percent, raises a red flag.
- Inspector general’s presentation indicates the agency is making good progress on many management challenges.
- There is little content on changes to improve program performance.

RANKING HISTORY



DEPARTMENT OF EDUCATION



Transparency (T)

- Home page does not link directly to report; the online version is downloadable in single or multiple files.
- Report is concise and generally reader-friendly despite heavy acronym use.
- Significant data lags impede performance reporting though the report discusses continuing efforts to improve data timeliness and accuracy. Report shows results for very few FY 2007 measures.
- Major gaps in trend data and frequently changing measures limit the reader's ability to assess progress over time.

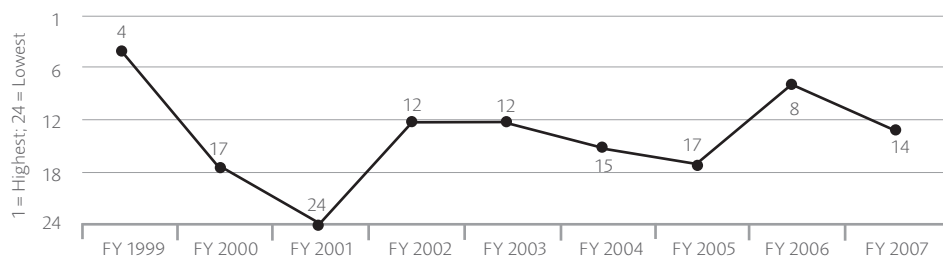
Public Benefits (B)

- Three of the five programmatic strategic goals are outcomes.
- Most of the performance measures capture either intermediate or end outcomes with the exception of some of the measures under the first and fifth strategic goals.
- Narratives describing accomplishments and trends over time compensate somewhat for the lack of specific performance results.
- Report allocates costs to four of its strategic goals, but there is no budget linkage below the strategic goal level.

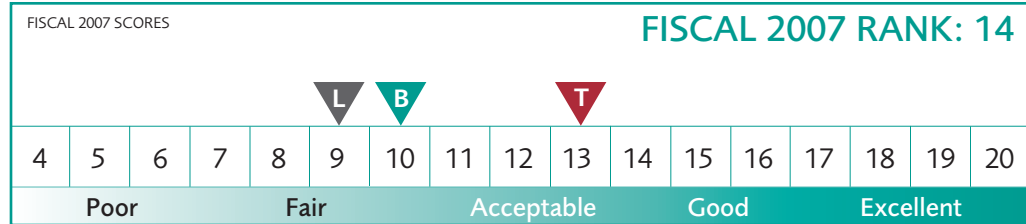
Leadership (L)

- Report clearly displays shortfalls for the few performance measures that have results, but could improve some of the explanations through greater specificity.
- System of combining missed results under the category of "less than target or prior year level" is ambiguous.
- Inspector general's presentation indicates progress, but does not explain the nature and extent of some challenges.
- Report includes useful narratives on strategies for meeting future challenges.

RANKING HISTORY



DEPARTMENT OF INTERIOR



Total Score: 32 (out of a possible 60)

Transparency (T)

- Home page does not have a link to the report. There is no online report-specific contact information, though this was included in the hard copy.
- The report is thoughtful and substantive and uses a manageable number of performance measures. Moreover, a visually appealing highlights document adds value for the lay reader.
- Report describes data validation and verification and provides a data source for each measure.
- Report includes generally detailed baseline and trend information, but omits FY 2007 targets for “representative” measures.

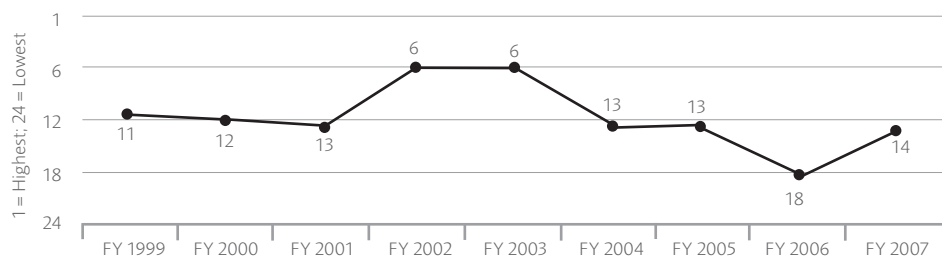
Public Benefits (B)

- Only one-third of the strategic goals are outcome-oriented.
- More than half the representative measures are stated as outcomes.
- Report uses an innovative approach to link costs to the 26 representative performance measures. There is no cost information for the remaining performance goals or measures.

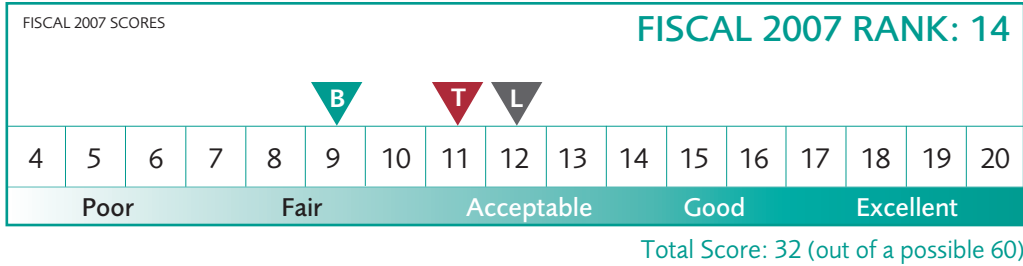
Leadership (L)

- Narratives effectively describe the department’s achievements, but should be backed up by stronger performance metrics.
- Classification of performance results as “goal met” if reported result ranges from 95 to 105 percent of the target is not entirely straightforward.
- Report consistently explains shortfalls but does not always include planned corrective steps for missed measures.
- There is little content on progress on major management challenges or future performance improvement strategies.

RANKING HISTORY



NATIONAL AERONAUTICS AND SPACE ADMINISTRATION (PILOT)



Transparency (T)

- Home page links to highlights report; no contact information available either online or in hard copy.
- Report focuses on agency's high-level performance metrics and provides a hyperlink to a separate performance report for more detailed information on performance measures.
- Highlights report has no content on data sources; the agency received a disclaimer of opinion on its FY 2007 financial statements.
- Baseline and trend data are limited. Specific prior year targets and results are not included.

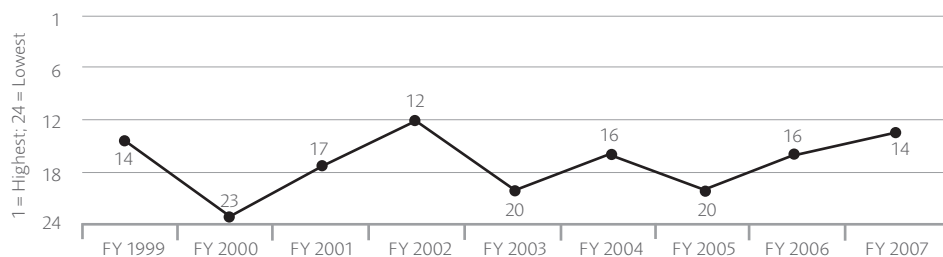
Public Benefits (B)

- Several strategic goals could be considered outcomes, but most goals and underlying objectives deal with activities.
- Very few of the 100-plus performance measures are outcome-oriented.
- Highly technical nature of most measures, as well as weak outcome orientation, limits ability to demonstrate benefits to the public.
- Report links costs to strategic goals and their objectives.

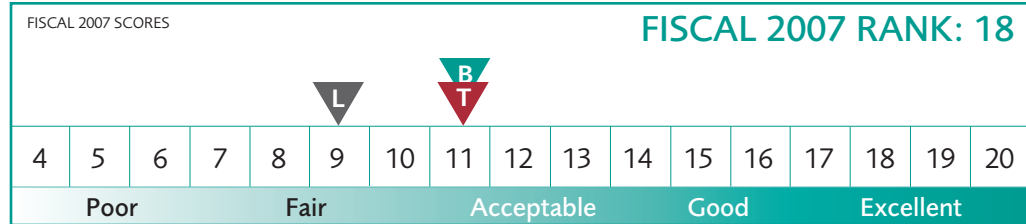
Leadership (L)

- Shortfalls are clearly disclosed and include comprehensive explanations.
- Highlights report gives little attention to management challenges; the inspector general's presentation is neither included nor referenced.
- Transmittal letter and other narratives describe key future challenges and how the agency plans to address them.

RANKING HISTORY



DEPARTMENT OF ENERGY (PILOT)



Total Score: 31 (out of a possible 60)

Transparency (T)

- Home page has two clear links to highlights report. Hard copy of report provides contact information.
- Generally well-formatted report has a few readability challenges, such as some tables in very small type and instances of unexplained scientific jargon.
- Highlights report does not elaborate on data quality, nor does it provide an alternate source for data.
- While the highlights report does not contain specific performance results, it does reference the separate annual performance report, which contains this information as well as trend data.

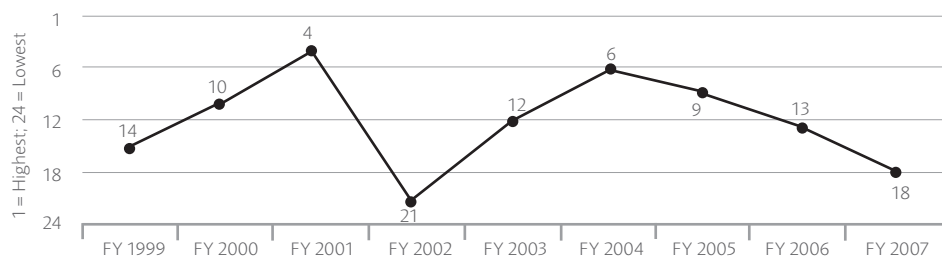
Public Benefits (B)

- Department has improved strategic goals and objectives, most of which now capture clear outcomes although some remain general.
- Most measures described in the referenced performance report do not address outcomes.
- Costs linked to strategic goals and annual performance goals.

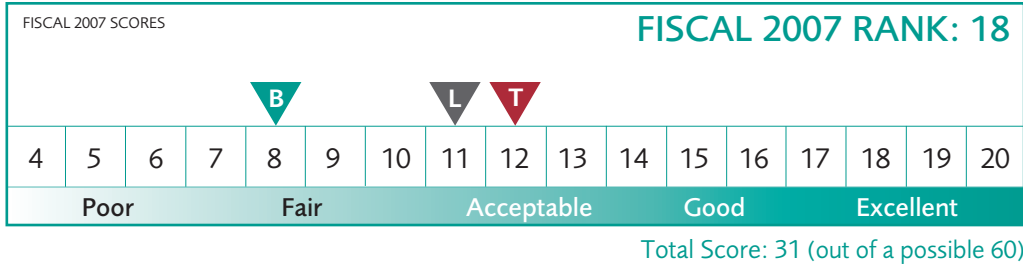
Leadership (L)

- Secretary's transmittal letter and other narratives effectively elaborate on the department's important accomplishments.
- Highlights report discusses aggregate shortfalls for each strategic goal area, without specifying which measures were missed.
- Highlights document summarizes management challenges and provides a link to the financial report for more information. The link does not specifically identify the inspector general's presentation.
- There is little content on the agency's plans for future improvement and the performance report limits its discussion of improvement strategies to missed measures.

RANKING HISTORY



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT



Transparency (T)

- Home page has direct link to the report, which is downloadable in a single or in multiple files.
- Long, text-heavy report poses readability challenges, but the accompanying highlights document is much more reader-friendly and greatly mitigates these problems.
- The department faces significant deficiencies in the availability and accuracy of data.
- Report lacks annual targets for some key measures, and it is unclear how the department determines the targets that are included.

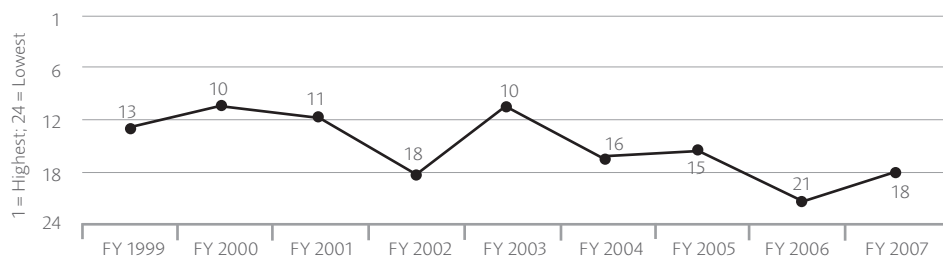
Public Benefits (B)

- Two of the three programmatic strategic goals and one of the three cross-cutting strategic goals are clearly stated as outcomes. Many of the strategic objectives are also outcome-oriented.
- Most of the performance measures are activity or efficiency measures, rather than outcomes.
- Costs are specifically linked to performance metrics only at the strategic goal level.

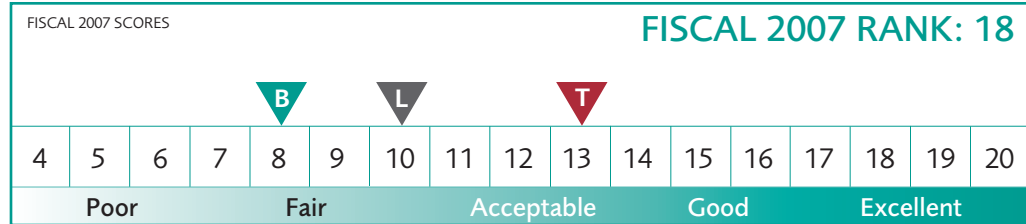
Leadership (L)

- Secretary's transmittal letter and other narratives describe a number of specific accomplishments, but are backed up by weak performance metrics overall.
- Report clearly discloses performance shortfalls and includes general explanations for them.
- Inspector general's presentation provides a limited assessment of progress, but does credit the department with some key management-improvement accomplishments in FY 2007.
- Report includes adequate discussion of future improvement strategies on the management side, but lacks evidence of forward-thinking to enhance performance.

RANKING HISTORY



NATIONAL SCIENCE FOUNDATION (PILOT)



Total Score: 31 (out of a possible 60)

Transparency (T)

- Home page has direct link to the highlights report, which is downloadable in a single or in multiple files.
- Generally reader-friendly report includes helpful summaries of project results and web links to more information.
- Highlights report includes “results”—in the form of ratings—for all strategic and annual goals.
- Use of qualitative rather than quantitative system to measure performance makes it difficult for the reader to assess the agency’s progress.

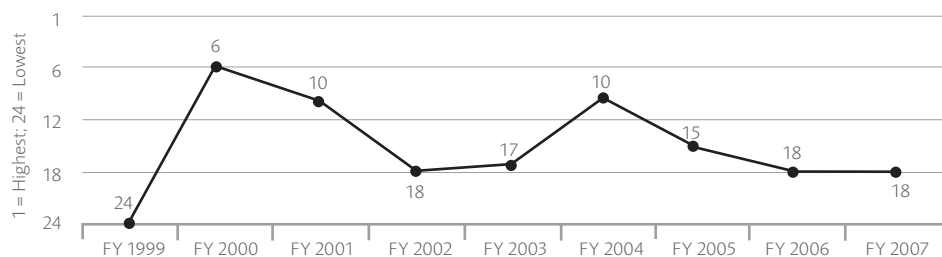
Public Benefits (B)

- Strategic goals relate to outcomes at a very general level.
- “Milestones” under strategic goals deal with activities and processes, not outcomes.
- Specific examples in narratives give the reader a sense of the agency’s accomplishments, but the agency’s performance metrics do not demonstrate results.
- Highlights report allocates costs only at the strategic goal level.

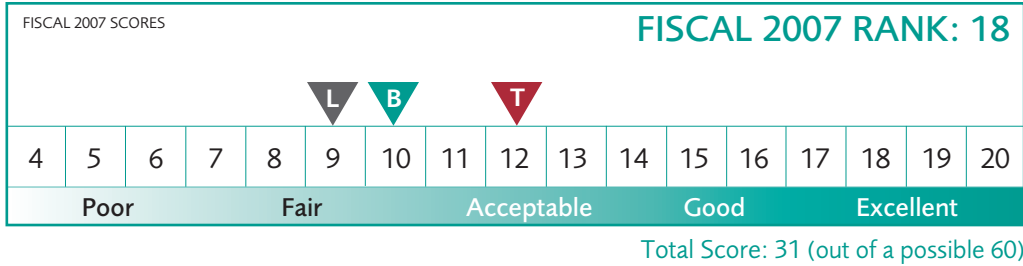
Leadership (L)

- Highlights report indicates only one performance shortfall, but does not explain reasons for it or provide any specific remedial steps.
- Inspector general’s presentation and agency’s response indicate progress on most issues.
- Highlights report has little insightful content on improvement strategies.

RANKING HISTORY



DEPARTMENT OF STATE (PILOT)



Transparency (T)

- Home page has a direct link to the report although not very prominent. Highlights report is downloadable in a single file and contact information is included in the hard copy.
- Report is visually appealing, but conveys little substantive information to help the reader understand the department's performance.
- There is no background information on performance data; moreover, the department received a disclaimer of opinion on its financial statements.
- Very little prior year or trend data although future performance targets are included.

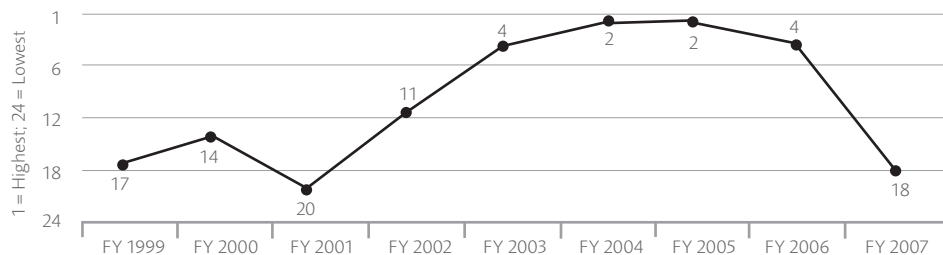
Public Benefits (B)

- Outcome orientation of revised strategic goals could be improved; most are vague.
- About one-third of the illustrative performance measures capture measurable outcomes.
- Report allocates costs only at strategic goal level.

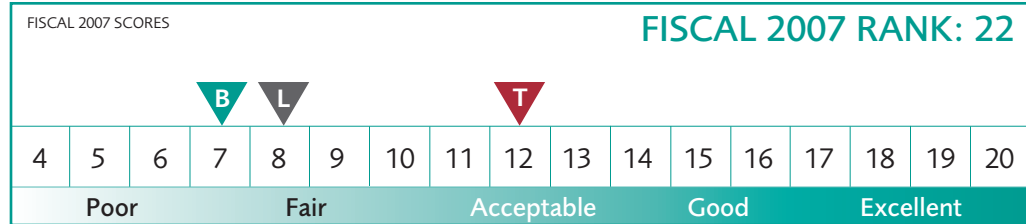
Leadership (L)

- Narratives provide some insight into the department's mission, but could be improved in terms of illustrating substantive accomplishments.
- Classification of results as "on target," even if performance was nearly 10 percent short of the target, is misleading.
- Inspector general's presentation indicates the department has progressed on some issues, but not others.
- Report includes brief descriptions of actions to address management challenges, but has little content on strategies to improve program performance.

RANKING HISTORY



OFFICE OF PERSONNEL MANAGEMENT



Total Score: 27 (out of a possible 60)

Transparency (T)

- Prominent link on home page produces FY 2007 report, as well as all prior years. No report-specific contact information online.
- Reader-friendly tables concisely summarize the agency's goals, measures, and performance results.
- Fiscal year results are included for all but one of the performance measures the report covers. Data sources and background information can be found in the appendix.
- Limited prior year data due to recent origin of many measures.

Public Benefits (B)

- None of the seven strategic objectives captures outcomes.
- Only about 20 percent of the performance goals could be considered outcome-oriented.
- Overall, performance metrics and narratives do little to show whether or how well the agency is achieving its mission.
- No cost allocations below the strategic objectives.

Leadership (L)

- Shortfalls are highlighted aggregately; the performance section does not clearly detail shortfalls for individual measures.
- Inspector general's presentation fails to clearly and systematically assess progress on management challenges. There is no specific agency response to the inspector general's presentation.
- Report contains general and limited discussions of planned improvement strategies.

RANKING HISTORY



SMALL BUSINESS ADMINISTRATION (PILOT)



Transparency (T)

- The FY 2007 highlights report was not posted to Web site as of February 8, 2008, one week after the OMB and Mercatus deadline.
- Highlights report is easy to read, but includes little substantive information about the agency's performance.
- Transmittal letter makes no reference to data completeness and reliability; data sources and background information are not provided for performance results.
- Highlights report contains no information on prior year measures, targets, or results.
- Reader is directed to accompanying compact disc for more information, but it is difficult to navigate through the files.

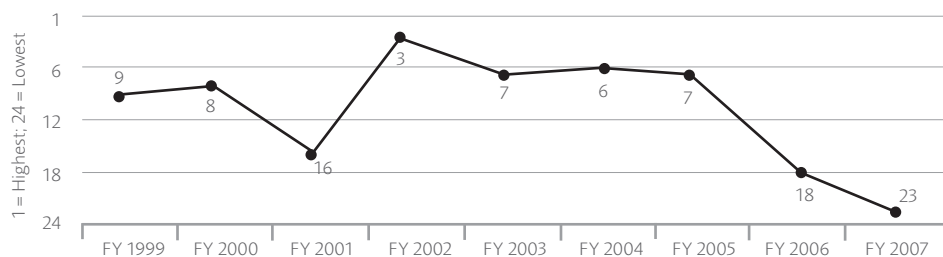
Public Benefits (B)

- The three programmatic strategic goals capture very broad outcomes; five of the seven underlying strategic objectives focus on either intermediate or end outcomes.
- Only about half of the performance measures could be classified as outcomes.
- Report provides no specific results for goals, nor are there any narratives highlighting particular accomplishments.
- Cost allocation does not go below the strategic goal level.

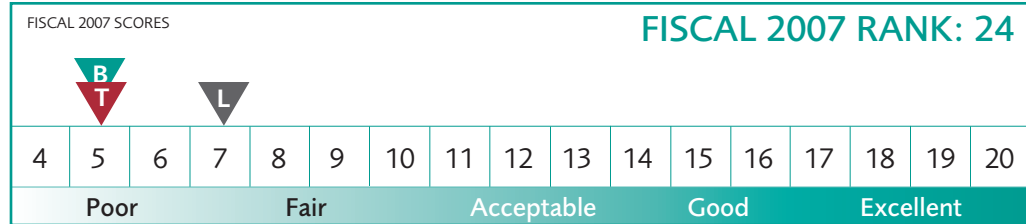
Leadership (L)

- There are no explanations of performance shortfalls.
- The inspector general's presentation, as in past years, is very informative, relying on a color-coded system to identify agency status and specific remaining actions on challenges.
- Report lacks any content on future improvement strategies.

RANKING HISTORY



DEPARTMENT OF DEFENSE (PILOT)



Total Score: 17 (out of a possible 60)

Transparency (T)

- Highlights report not found on agency Web site until well after the deadline.
- Meaningful information on department's FY 2007 performance is lacking as the document covers mostly financial and accounting matters.
- Highlights report does not assess data sources or quality, and, as in past years, the agency continues to have a disclaimer of opinion on its financial statements.
- No baseline or trend data are included.

Public Benefits (B)

- None of the strategic goals and very few of the objectives are stated as outcomes.
- There is no content describing performance measures or their results; only aggregate totals for measures met and missed are provided.
- Highlights report does not link budgetary resources to results.

Leadership (L)

- Narratives lack specifics on the department's accomplishments.
- There are no explanations for performance shortfalls.
- The document contains a direct link to the department's financial report for information on the inspector general's presentation of major management challenges, which is well-formatted and generally informative.
- There is no substantive content on improvement strategies, whether programmatic or managerial.

RANKING HISTORY

