

AGENCY-BY-AGENCY SCORING SUMMARIES

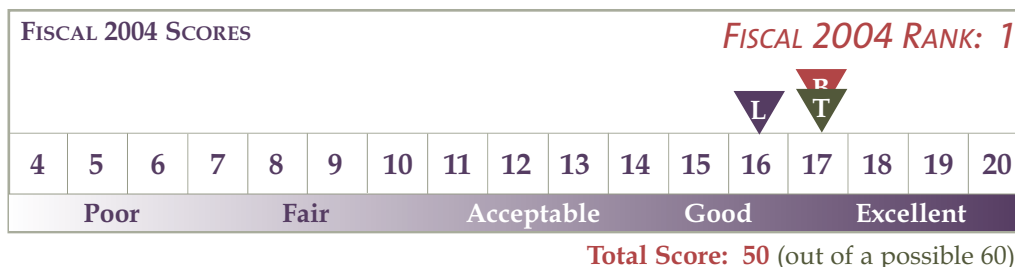
IN FISCAL 2004 RANK ORDER

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 2004. The graph at the bottom shows the rankings each agency has earned on the Scorecard for fiscal 1999 thru fiscal 2004.

For example, the Department of Labor this year earned scores of 17, 17, and 16 on the Transparency, Public Benefits, and Leadership criteria respectively. The total of these scores, 50, gave Labor the top ranking for fiscal 2004. This score represents a two-point improvement for Labor, which tied for first with the Department of Transportation in fiscal 2003 with 48 points.

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.

DEPARTMENT OF LABOR (LABOR)



T TRANSPARENCY

- Home page has direct link to the report, which is downloadable as a single PDF file or multiple files.
- Report consistently presents content in a substantive and understandable way.
- Performance data are complete and reliable, with one exception that is carefully explained. Sources are given for all performance data.
- Baseline and trend data usually go back to fiscal 2000 or earlier.

B PUBLIC BENEFITS

- Four of five strategic goals, and all but two of the associated “outcome goals,” are outcomes.
- Almost all of the 30 annual performance goals and measures are outcomes.
- Highly outcome-oriented nature of the department’s goals and measures and the narratives combine to do a good job of demonstrating the department’s contributions toward achieving its goals.
- Virtually all of the department’s budget is linked to strategic and outcome goals. Costs are not linked to annual performance goals or measures, but the report mentions a new cost accounting system will eventually make this possible.

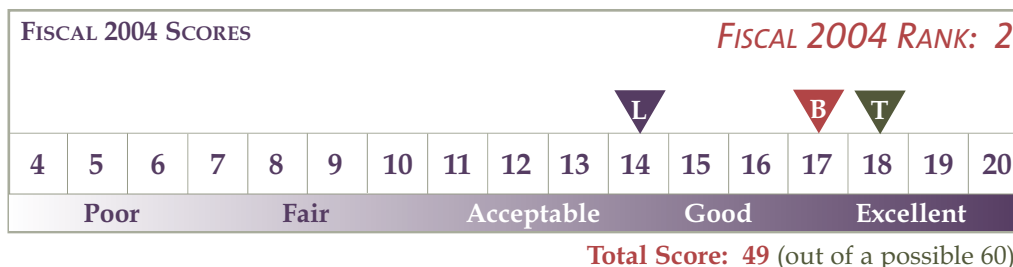
L LEADERSHIP

- Secretary’s excellent cover letter sets the tone for conveying the department’s value to the public, and the personal vignettes spread throughout the report reinforce this.
- Report clearly discloses performance shortfalls and generally provides explanations.
- Inspector general’s presentation and the department’s response are fairly succinct and indicate that the department is taking a number of specific actions to address its major management challenges.
- The report’s descriptions of performance results consistently and thoughtfully assess those results and usually discuss how performance can be improved even where targets were met.



RANKING HISTORY

DEPARTMENT OF STATE (STATE)



T TRANSPARENCY

- Downloadable in PDF or HTML in a single file or multiple files via a direct link on the home page.
- Well-organized, highly readable. One of the most visually appealing reports. A CD is available that furnishes information in greater depth. Graphics are excellent.
- Data are complete, and data sources are provided.
- Secretary's letter certifies that the data are complete and reliable, and the report actually describes OMB's guidance so the reader knows what this certification means.
- Prior year results usually presented back to fiscal 2001. However, many goals/targets change from year to year.

B PUBLIC BENEFITS

- All 11 programmatic strategic goals and most of 38 annual performance goals are outcomes, though many are quite general (e.g., strengthen world economic growth).
- Many of the 209 performance measures are highly specific, and text explains how they affect the goals.
- With 79 percent achievement of goals, and indications of planned actions to deal with the 21 percent where performance fell short, the department seems to be setting challenging goals, achieving them for the most part, and making necessary adjustments to achieve those missed.
- Costs linked to strategic goals and performance goals, but not to performance measures.

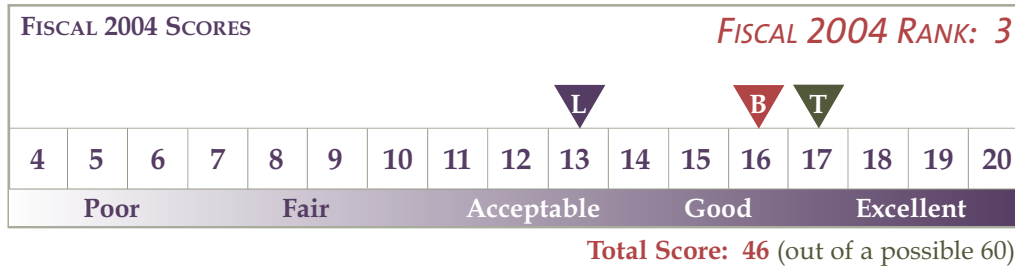
L LEADERSHIP

- The letter from the secretary, the various highlight vignettes, and the interesting historical stories all combine to show the department's impact.
- Performance shortfalls usually explained.
- Inspector general's statement of major management challenges and assessment of progress is succinct and informative. Department's management-related performance goals cover areas in the inspector general's list.
- Especially noteworthy is the initiative for a joint 2006 performance plan with USAID.

RANKING HISTORY



DEPARTMENT OF TRANSPORTATION (TRANSPORTATION)



T TRANSPARENCY

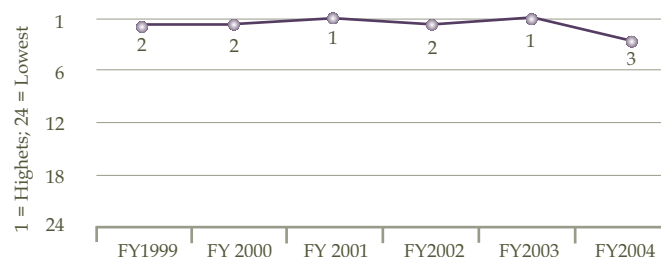
- Downloadable as a single PDF or multiple files via a link on the home page.
- Background sections, summary tables, and manageable number of goals make this report an easy read.
- An appendix discusses sources, completeness, and reliability of all performance data.
- Baselines and trends consistently shown, often back to fiscal 1998.

B PUBLIC BENEFITS

- All the strategic goals are outcomes, as are most performance goals and measures.
- Relationships between performance measures and outcomes are usually clear.
- Goal of reducing transportation system's vulnerability to crime and terrorism lacks performance measures.
- Appendix breaks costs down by strategic goal and by subcategories that often do not correspond to the performance goals.

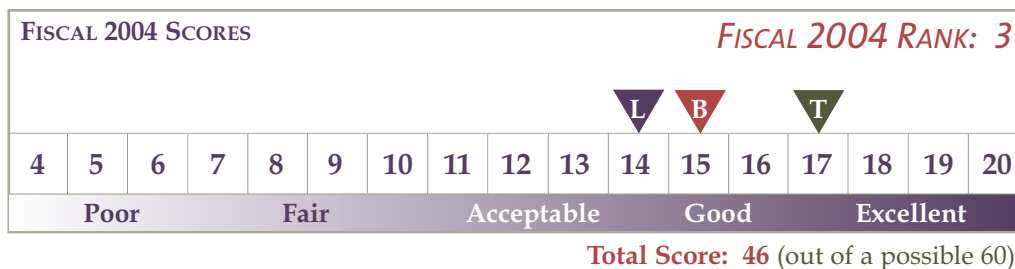
L LEADERSHIP

- Results for safety goal make a compelling case that the department's activities benefit citizens, but link is less clear for other goals.
- Document clearly and forthrightly discloses performance shortfalls and generally provides thoughtful explanations for them.
- Report devotes considerable attention to management challenges, but it is hard to discern specific actions that are being taken and progress in resolving the problems.
- Overall, the report conveys the impression that the department sets challenging goals and continuously works to improve its performance.



RANKING HISTORY

DEPARTMENT OF VETERANS AFFAIRS (VETERANS)



T TRANSPARENCY

- Downloadable as a single PDF or separate files via a direct link from home page.
- Well organized and easy to understand, both for the casual reader and one seeking greater depth.
- Background on sources, verification, and validation given for 22 “key” measures. Fifteen of 105 other measures lack results due to data limitations.
- Baseline and trend data generally go back to fiscal 2000.

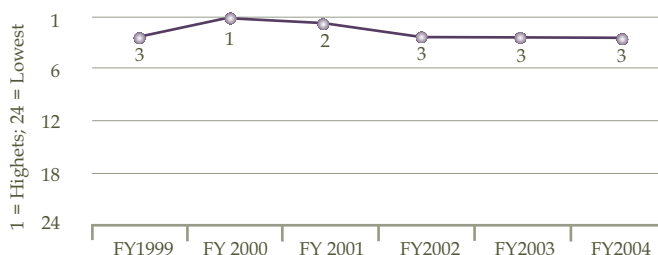
B PUBLIC BENEFITS

- Three of four programmatic strategic goals and their objectives are outcomes. One goal is not outcome-oriented, but its accompanying strategic objectives are.
- Key measures are clearly related to outcome goals.
- Nine of 22 key performance goals were missed, though some just barely.
- Resources are linked to strategic goals and objectives, but not performance goals or measures.

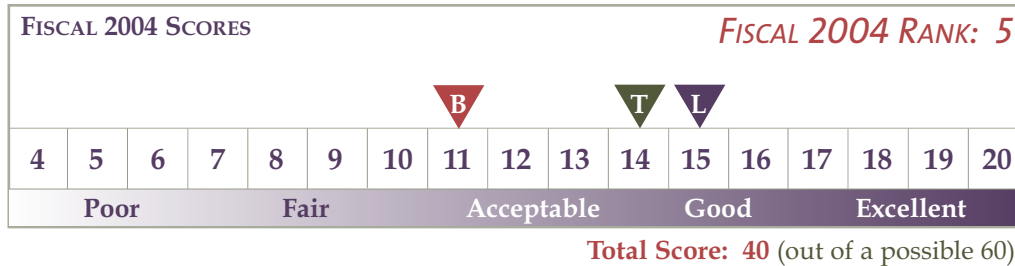
L LEADERSHIP

- A number of examples highlight the department’s benefits for veterans and for the general public.
- Report clearly discloses performance shortfalls and explains reasons for shortfalls regarding key goals.
- Report discusses management challenges identified by the inspector general and Government Accountability Office, and provides department’s response. However, it is hard to identify specific corrective actions for many longstanding problems.
- Narratives for key goals generally do a good job of analyzing past performance and how it can be improved.

RANKING HISTORY



DEPARTMENT OF COMMERCE (COMMERCE)



T TRANSPARENCY

- Report is downloadable in PDF via a direct link on the home page as a single file or separate files.
- Well written, with liberal use of colorful graphics and photos; provides a clear picture of the department's purposes and fiscal 2004 accomplishments.
- The report as a whole suggests that the department has significant data challenges but is working to resolve them.
- Detailed tables in Appendix A show baseline and trend performance data that generally go back to fiscal 2001. It would be helpful to include the goals for these earlier years.

B PUBLIC BENEFITS

- One of three strategic goals and two of eight strategic objectives are outcome-oriented.
- Seventeen of the performance goals are primarily outcomes, two are partially outcomes, and 10 are not outcomes.
- Performance measures are mainly activities and outputs.
- Costs are allocated by strategic goals, objectives, and annual performance goals. All that remains is to link costs to performance measures.

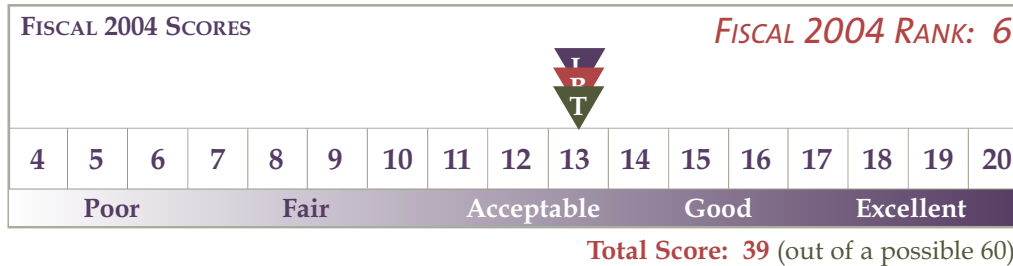
L LEADERSHIP

- While the report's performance metrics are weak, the narratives throughout the report do a very good job of describing the department's achievements and the public benefits that flow from them.
- Tables in Appendix A highlight measures not achieved with a red circle. A discussion of the reasons is included, followed by a discussion of strategies for improvement for each goal missed.
- The inspector general's presentation indicates that the department has very serious management challenges, although it generally gives the department credit for working hard to address them.
- The report consistently describes future changes to improve on specific performance shortfalls.



RANKING HISTORY

SMALL BUSINESS ADMINISTRATION (SBA)



T TRANSPARENCY

- Home page includes a link to the report, but it is in small print and easy to miss. Report can be downloaded as a single PDF, separate PDFs, or zipped PDFs. Also available in Spanish.
- Report is well-organized and easy to navigate.
- SBA acknowledges significant and persistent shortcomings in performance data.
- Formatted to include baselines back to fiscal 2000 and targets out to fiscal 2004, but many data are missing.

B PUBLIC BENEFITS

- Three of four strategic goals and all but two of 11 strategic objectives are outcomes.
- Performance measures are a mix of outcomes, outputs, and activities.
- Costs are linked to the strategic goals and to each strategic objective, and they are allocated in several other useful ways as well. The only missing feature is an allocation of costs to individual performance measures.

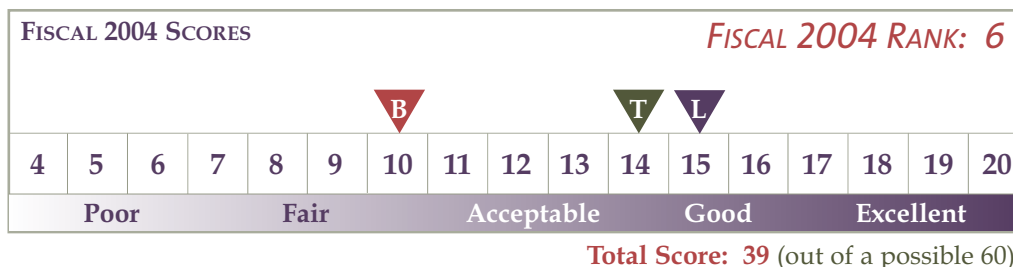
L LEADERSHIP

- The administrator's transmittal letter and the following section, "Results at a Glance," highlight a number of accomplishments.
- Descriptions of performance results, which take more than 200 pages, feature detailed tables (often too detailed) but limited and rather disjointed narratives. Explanations for performance shortfalls generally provide little useful information.
- Report (particularly the inspector general's presentation) deserves high marks for analysis of management challenges—but it also shows that the agency continues to have serious management problems.
- Would benefit from more discussion of how the agency plans to improve program performance in the future.

RANKING HISTORY



DEPARTMENT OF ENERGY (DOE)



T TRANSPARENCY

- Downloadable in a single PDF file or in separate files via a direct link. The initial web page for the report provides names, e-mail addresses, and phone numbers for individual department employee contacts.
- Management's Discussion and Analysis is easy to navigate and understand, but performance portion of the report covers 255 measures in 200 (mostly text) pages.
- Contains almost 300 acronyms.
- No indication of any problems with performance data, and sources for individual performance measures are provided.
- Measured activities often vary from year to year, making trends difficult to see.

B PUBLIC BENEFITS

- Few goals are stated as outcomes.
- The 255 annual performance targets are primarily activities unlinked to outcomes.
- Costs are broken down by four strategic goals, seven "general goals," and 59 "program goals" that do not seem to correspond to annual performance goals. This would be a potential best practice if the meanings of different types of goals were clearer and focused on outcomes.

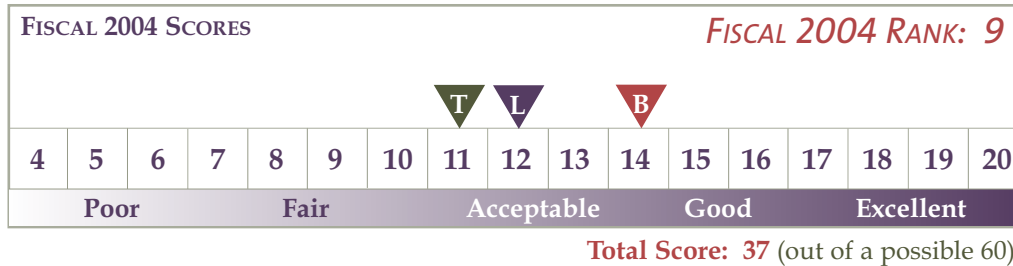
L LEADERSHIP

- Stories and vignettes illustrate the value of the department's efforts, but performance metrics fail to demonstrate what these anecdotes suggest.
- Report explains failures to achieve fiscal 2004 goals, outlines plans to address shortfalls, and explains steps taken to address fiscal 2003 shortfalls.
- The department lists management challenges identified by the inspector general and GAO, parses them into significant issues, describes actions being taken to address them as well as actions remaining, and provides an expected time frame for completion.

RANKING HISTORY



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)



T TRANSPARENCY

- Agency's home page has a direct link to the report, which is downloadable in a single PDF file or separate files.
- It is hard to discern from the report how the agency performed against its fiscal 2004 goals and measures—in part because the current performance reporting system is not on the same timetable as the report, and the agency is making major changes to its goals and measures.
- Inspector general finds major problems with performance data, which agency does not dispute.
- Little baseline and trend data because many measures were new in 2003 or 2004. Some fiscal 2004 targets are reported as being whatever level was achieved in fiscal 2004.

B PUBLIC BENEFITS

- Strategic and performance goals are very outcome-oriented. Development of joint goals with the State Department has greatly improved USAID's outcome orientation.
- Performance goals and targets are often defined as particular actions to be taken in response to particular events.
- Costs are linked to strategic goals and individual performance goals.

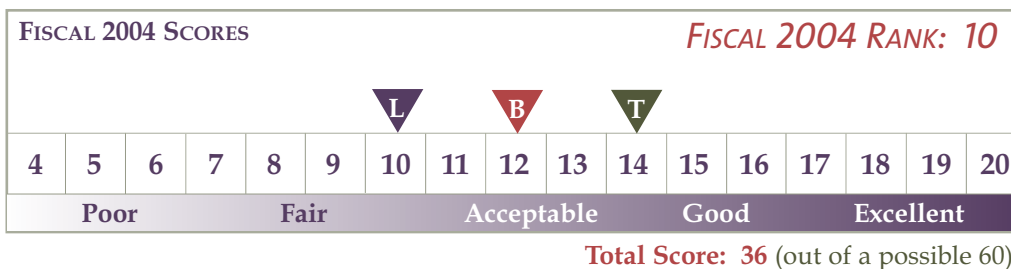
L LEADERSHIP

- Narrative portions of the report are much stronger than the performance metrics in demonstrating public benefits.
- Little discussion of fiscal 2004 performance shortfalls, but the report does discuss steps taken to improve on fiscal 2003 performance shortfalls.
- Inspector general lists major management challenges and indicates remedial actions the agency is taking. Agency's response fails to fully acknowledge performance measurement weaknesses.
- Report explains that USAID is fundamentally reworking its performance accountability reporting.



RANKING HISTORY

ENVIRONMENTAL PROTECTION AGENCY (EPA)



▼ T TRANSPARENCY

- Home page has direct link to report, which is downloadable as a single PDF or separate files. Web page includes contact information for chief financial officer's office.
- Aside from an excellent overview of performance results, the report is a difficult read.
- Data are unavailable for about 30 percent of measures. Inspector general lists improving data quality as a top management challenge.
- Report includes baselines, trends, and historical information on environmental results.

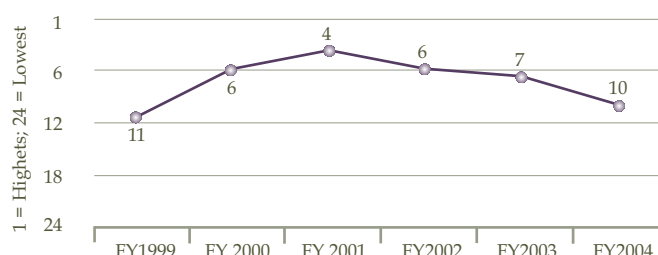
▼ B PUBLIC BENEFITS

- Five of six strategic goals are outcome-oriented. Strategic objectives and performance goals are a mix of outcomes and outputs, with slightly more than half being outcomes.
- Measures are a mix of outcomes and outputs.
- Narratives explain agency's progress toward each strategic objective.
- Costs linked to strategic goals and strategic objectives, but not to measures.

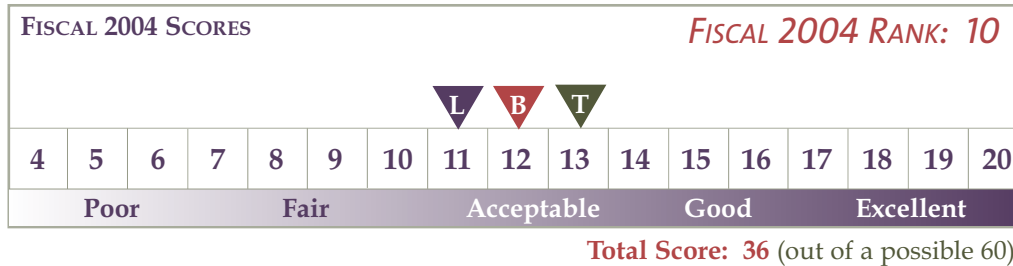
▼ L LEADERSHIP

- Principal demonstration of public benefits occurs in six-page performance highlights section.
- Difficult to determine performance shortfalls due to incomplete data and multiple "indicators" associated with each performance goal.
- Inspector general's discussion of major management challenges is a one-page list. Two subsequent pages describe agency actions addressing the challenges, but it is not clear if this is the inspector general's evaluation or the agency's response.
- Every goal includes at least a general discussion of plans for improvement.

RANKING HISTORY



NUCLEAR REGULATORY COMMISSION (NRC)



T TRANSPARENCY

- There is a direct link to the report from the home page. The report is downloadable in a single PDF file or in separate files.
- The performance sections of the report describe the agency's goals, measures and results clearly and concisely.
- Data seem to be complete and timely, with some information furnished on sources and verification.
- Activity-oriented performance goals show useful trends. All outcomes are "zero tolerance" goals, so there are no meaningful trends for these.

B PUBLIC BENEFITS

- Three of four programmatic strategic goals and performance goals are outcomes.
- Most "strategic goal result" measures are pass/fail outcomes — e.g., no nuclear accidents.
- Pass/fail goals provide no basis for determining how the agency's actions led to success or whether its performance is improving.
- Part of budget is linked to strategic goals, but management/support costs are not. No cost linkage to performance goals or measures.

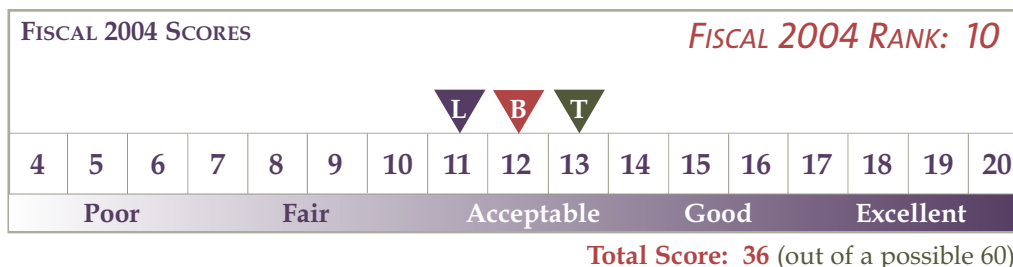
L LEADERSHIP

- The results that the agency reports certainly point to success in the areas that are subject to its jurisdiction and regulation.
- With the possible exception of one missed deadline for an internal decision, the agency does not report any failures for any measures.
- While the information on major management challenges could be presented much more concisely, it does indicate that the agency is making adequate progress on most challenges.
- Report does not provide confidence that the agency feels a need to scrutinize more specifically, or to improve, its performance.



RANKING HISTORY

NATIONAL SCIENCE FOUNDATION (NSF)



T TRANSPARENCY

- Report can be found under “Accountability Report” via the “About NSF” link from the home page. Downloadable in PDF or HTML format in a single file or in separate files.
- Improved over the fiscal 2003 report, but it is still text and acronym heavy.
- Agency head’s transmittal letter says performance results underwent independent external review. Inspector general notes that cost accounting system does not permit link of costs to program performance.
- Report provides baseline and trend data for those few goals that are quantifiable.

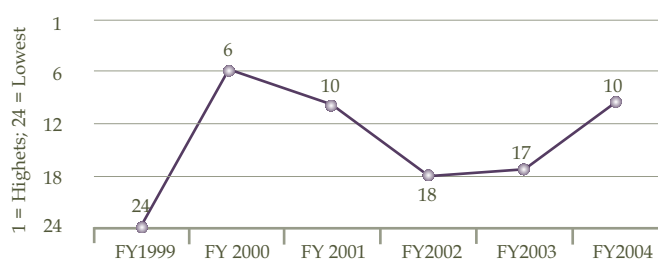
B PUBLIC BENEFITS

- The agency has three very broad strategic goals that suggest outcomes but would benefit from more specific, outcome-oriented strategic objectives.
- Performance goals are a mix of outcomes and outputs. Five or six of 26 “other” measures are outcomes.
- Report provides a reasonable explanation for qualitative assessment of outcome goals, and narratives provide informative examples.
- Costs are linked to strategic goals and “investment categories,” though it is not clear how the latter relate to strategic goals or performance indicators.

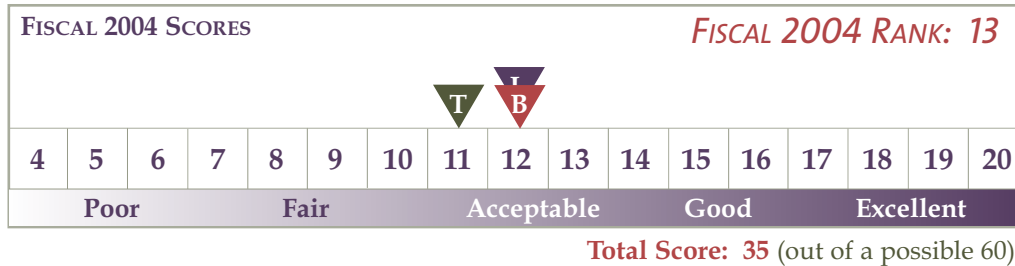
L LEADERSHIP

- The report does a reasonably adequate job of demonstrating public benefits given the inherent limitations of the qualitative measurement system.
- Agency reports no performance failures with respect to its “outcome” goals and measures.
- Inspector general notes that NSF faces the same major management challenges as last year. Agency explains where it disagrees.
- Report discusses general initiatives to improve performance, but does not relate these initiatives to specific performance measures.

RANKING HISTORY



DEPARTMENT OF THE INTERIOR (INTERIOR)



T TRANSPARENCY

- Available via the index on the home page; downloadable as a single PDF or separate files.
- Presents results for 226 performance measures in a table more than 30 pages long at the end of the performances section.
- Inspector general cites data weaknesses, and about 15 percent of performance data are missing.
- Includes baseline and trend data where applicable, but many measures lack baselines since the department is operating under a new strategic plan.

B PUBLIC BENEFITS

- Four “mission areas” and their associated “end outcome goals” are stated as outcomes, but at a high level of generality.
- Performance measures are a mix of outcomes, outputs, and activities.
- Narratives help connect department’s actions to its goals.
- Costs allocated to “end outcome goals” but not to performance measures.

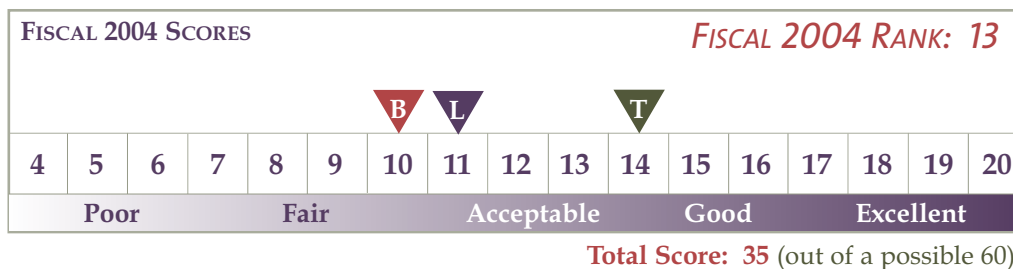
L LEADERSHIP

- Transmittal letter, narratives, and vignettes help establish how the department benefits the public.
- Report clearly discloses performance shortfalls but rarely explains why they occurred.
- Inspector general lists management challenges but offers little analysis of the department’s progress. Department lists actions it is taking to address them.
- Very well written three-page transmittal letter by the secretary acknowledges many difficult issues facing the department, particularly in financial management. The progress in removing 70 percent of the previous year’s material weaknesses adds credibility to top management’s continuing efforts to resolve financial management problems.



RANKING HISTORY

DEPARTMENT OF AGRICULTURE (USDA)



T TRANSPARENCY

- No direct link on the home page, but reachable under “About USDA.” Downloadable as a single PDF file or in pieces.
- Well-organized, succinct, and easy to read.
- Includes extensive discussion of completeness, reliability, quality, and sources of data.
- Usually includes baselines and trends back to fiscal 2000.

B PUBLIC BENEFITS

- Five strategic goals, six of 13 strategic objectives, and fewer than half of 31 annual performance goals are outcomes.
- Goals seem less outcome-oriented than last year.
- Costs and staff are broken down by strategic goals and objectives.

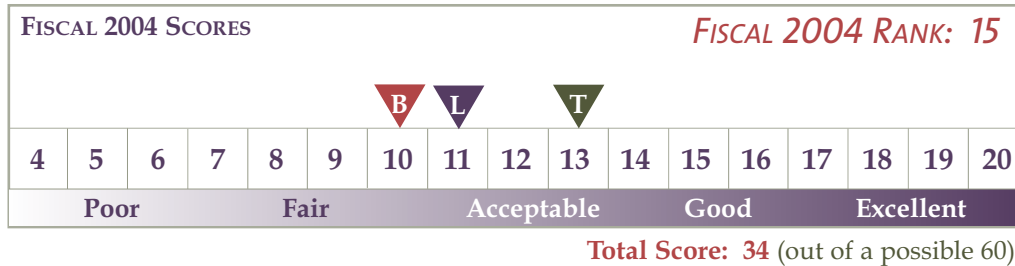
L LEADERSHIP

- Narratives and secretary’s transmittal letter outline many important public benefits.
- Failures to meet targets are explained.
- Inspector general’s description of management challenges could be much more concise.
- Report describes inspector general, Government Accountability Office, and Program Assessment Rating Tool reviews, but says little about how the department is addressing shortcomings.

RANKING HISTORY



DEPARTMENT OF EDUCATION (EDUCATION)



T TRANSPARENCY

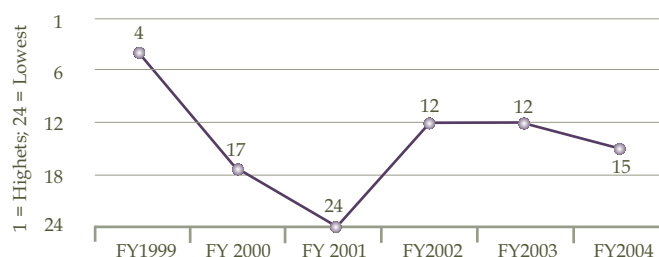
- Downloadable in PDF or Word in a single file or in sections via an explicit link on the home page. Front of report includes information on contacts for obtaining paper, Braille, large print, or computer disk copies.
- Preface provides a readable and informative summary, but main report is hard to read and heavy on acronyms.
- Performance results are presented separately from the baselines, trends, and other information needed to provide context.
- Lagging data remains a major issue for the department and probably always will be, given the long-term nature of many of its goals and measures as well as its need to rely on diverse external sources for data.

B PUBLIC BENEFITS

- Four of six strategic goals and associated objectives are stated as outcomes.
- Measures for two of the six goals focus on outcomes.
- Some measures set targets below the level achieved the previous year.
- Costs are allocated among four strategic goals, but not broken down further.

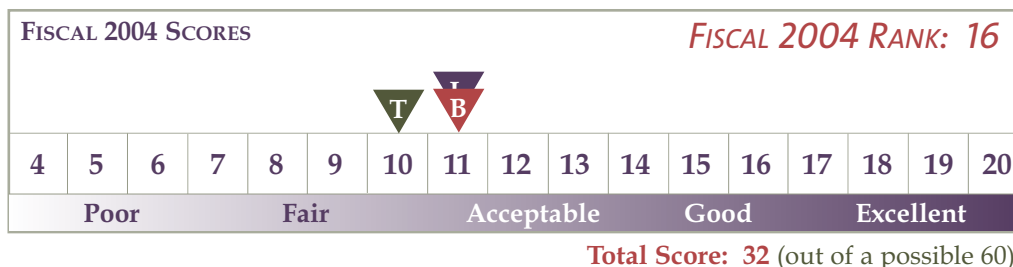
L LEADERSHIP

- Narratives demonstrate how department's actions have helped achieve its goals, but the performance measures are at best adequate in this regard.
- The report uses a complicated approach to calculating and describing performance results that can significantly overstate or understate performance.
- The report does not consistently provide explanations where targets were not met.
- Inspector general describes management challenges and department's progress clearly and concisely.
- Some improvement initiatives are discussed, but report could use more complete discussion of how the department will address performance shortfalls.



RANKING HISTORY

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)



T TRANSPARENCY

- Department's home page has a direct link to the report, but none of the researchers could open it from that link by our cut-off date.
- Secretary's transmittal letter and performance highlights effectively outline results and trends.
- Main body of performance information is heavy on text, hard to follow, and uses a confusing numbering system (e.g., the first strategic goal is "Goal H").
- Report identifies numerous data challenges which belie claims that the data are generally reliable.
- Baseline and trend data usually go back to fiscal 2001.

B PUBLIC BENEFITS

- Four of six strategic goals and their objectives address outcomes, though some could be stated in a more outcome-oriented way.
- Performance measures are a mix of outcomes and activities.
- Some measures demonstrate department's effect on its goals; others fail to do so because of arcane definitions, missing data, or missing targets.
- Costs are linked only to strategic goals.

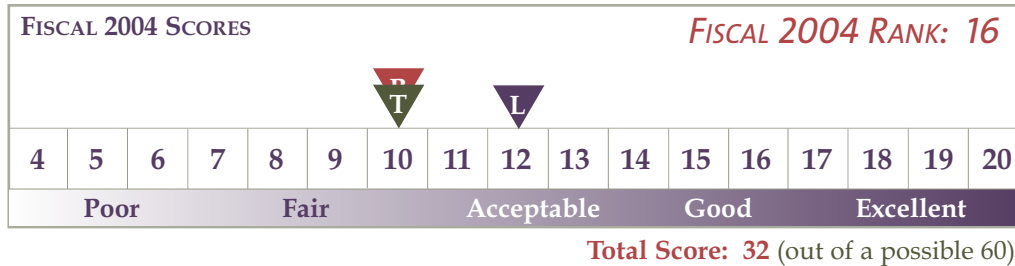
L LEADERSHIP

- While the narrative portions of the report do a very good job of telling the department's story, the presentation could be made more compelling by better performance metrics.
- Targets are classified as "substantially met" if they were 95 percent achieved, which means the reader must closely examine and compare the results to the targets to determine whether the target was met.
- Where targets were missed, the report usually describes actions for planned improvement.
- Report lists major management challenges identified by the inspector general, but fails to explain how the department is addressing them.

RANKING HISTORY



DEPARTMENT OF THE TREASURY (TREASURY)



T TRANSPARENCY

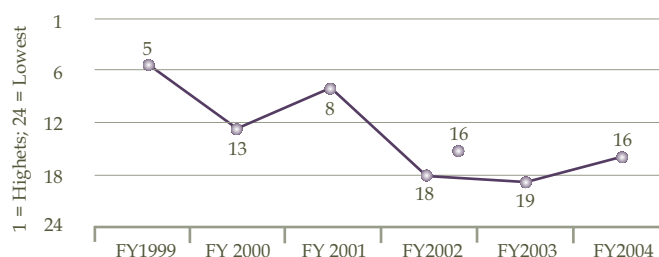
- No direct link from the home page, but report can be found via an unintuitive link on the deputy chief financial officer's web page. Downloadable in a single PDF or separate files.
- Executive summary, performance scorecard, and list of performance measures greatly facilitate readability. Performance text is more than 200 pages, with 203 detailed performance measures.
- Independent auditor notes Internal Revenue Service financial and performance information as a material weakness, and the department concurs.
- Trends are hard to identify because measures frequently change from year to year.

B PUBLIC BENEFITS

- Strategic goals are not outcomes. Strategic objectives sometimes refer to very broad outcomes.
- "Key" measures are mostly outcomes, but many are so high-level (e.g., unemployment rate, gross domestic product growth) that the department's influence is hard to verify.
- Performance metrics for IRS, which accounts for 87 percent of department's staff, receive little attention.
- Costs and personnel are linked to "focus" areas, strategic goals, and strategic objectives, but not to performance measures.

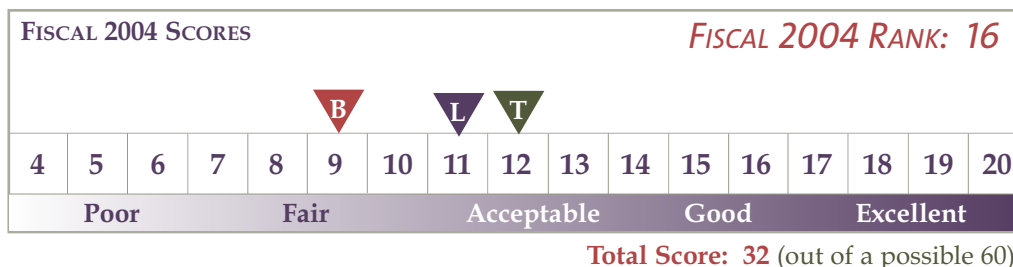
L LEADERSHIP

- Secretary's transmittal letter and narratives in text highlight some important accomplishments. Nexus between department's efforts and reported public benefits is not always clear.
- Report clearly discusses performance results and explains performance shortfalls. Some explanations are informative, some not, some unclear.
- The department's inspector general and the inspector general for tax administration both present concise and informative descriptions of major management challenges, which they note are mostly the same ones identified last year. The department includes detailed responses that list current actions and future plans.



RANKING HISTORY

GENERAL SERVICES ADMINISTRATION (GSA)



T TRANSPARENCY

- Report is under "Annual Reports" link on home page. Downloadable only as a single PDF.
- Highly readable, with good summary tables, narratives, and vignettes.
- Report covers only 21 "key" measures, with results on 49 other measures to be published later, for unclear reasons.
- Administrator's transmittal letter says data are complete and reliable, but inspector general says audits revealed poor quality operational data.
- Report describes general steps taken to validate and verify data.
- Baseline and trend data usually go back to fiscal 2001. Agency seems to be setting many challenging performance targets.

B PUBLIC BENEFITS

- Four of five strategic goals are outcomes, but not very well defined. Key performance goals and measures make these more specific. Non-key goals and measures are a mix of outputs and outcomes.
- Most key performance measures are clearly related to goals.
- No information linking goals and results to costs.

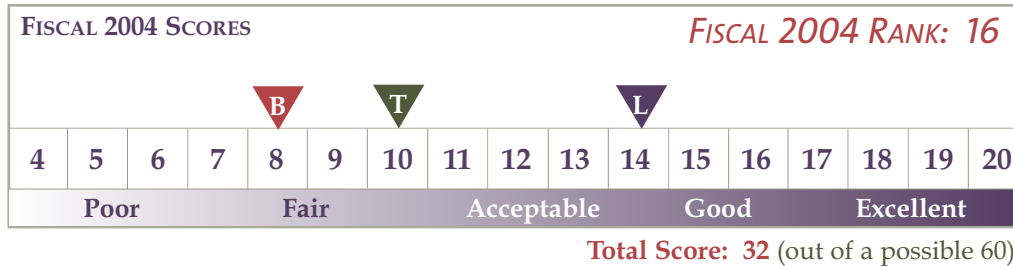
L LEADERSHIP

- GSA deals less directly with the public than many agencies, but it manages to demonstrate how it seeks the best value for the taxpayer.
- Report clearly discusses performance shortfalls for key measures.
- Baseline and trend data show that the agency often improved performance over the previous year even when it missed targets.
- Inspector general and agency list management challenges but do not assess success in dealing with them.
- Report generally describes initiatives for improvement.

RANKING HISTORY



NATIONAL AERONAUTICS AND SPACE ADMINISTRATION (NASA)



T TRANSPARENCY

- There is a direct link to the report at the bottom of the agency's home page, and it is downloadable in a single PDF file or in separate files.
- Administrator's letter provides a helpful summary that candidly describes challenges as well as accomplishments.
- Report includes many excellent graphics, photos, and vignettes.
- Main body of report is tougher reading, with 150 pages describing 10 strategic goals, 42 strategic objectives, 132 performance outcomes, and 233 short-term annual performance goals.
- Agency's fiscal 2004 financial statements received a disclaimer from auditor; administrator's letter claims performance data (as opposed to financial data) are complete and reliable.
- Virtually no baseline or trend data supplied — often due to changing or non-quantified measures.

B PUBLIC BENEFITS

- Two of ten strategic goals are outcomes.
- Performance measures usually describe actions to be taken rather than outcomes.
- No information linking costs to results.

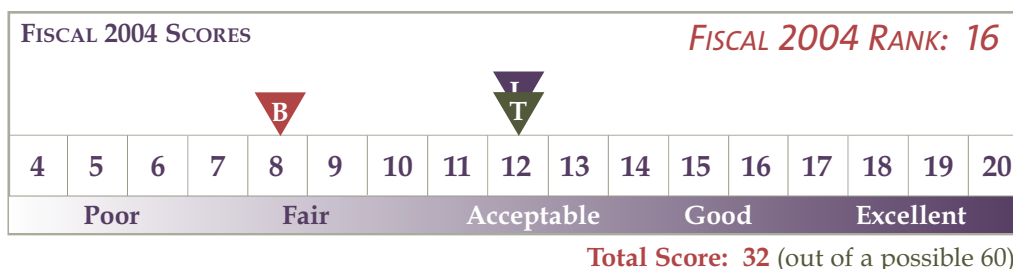
L LEADERSHIP

- Narratives and vignettes are more effective than the performance measures in showing NASA's public benefits.
- Report contains a good section describing reasons for performance shortfalls and remedial actions.
- Inspector general's discussion suggests that major management challenges are far from being resolved.
- Report notes that NASA will publish a new strategic plan in fiscal 2005, which may provide greater focus on outcomes.



RANKING HISTORY

SOCIAL SECURITY ADMINISTRATION (SSA)



T TRANSPARENCY

- Home page has a direct link to the report, which is downloadable in a single PDF file or separate files.
- Useful and readable presentation of Social Security programs and their impact on the public.
- Includes data definitions and data sources for each performance measure.
- Inspector general's audit found data to be reliable for only eight of the 16 performance measures selected for audit.
- Report includes baseline and trend data for each measure that generally go back to fiscal 1999.

B PUBLIC BENEFITS

- Strategic goals allude to outcomes but are very general. Seven of nine strategic objectives are more specific.
- At best, six of 17 "key" measures are outcomes; most of the rest are activities.
- Performance metrics are not sufficiently outcome-oriented to demonstrate how the agency's actions have accomplished its goals.
- Only information linking goals and results to costs is a pie chart dividing the agency's operating budget among the strategic goals.

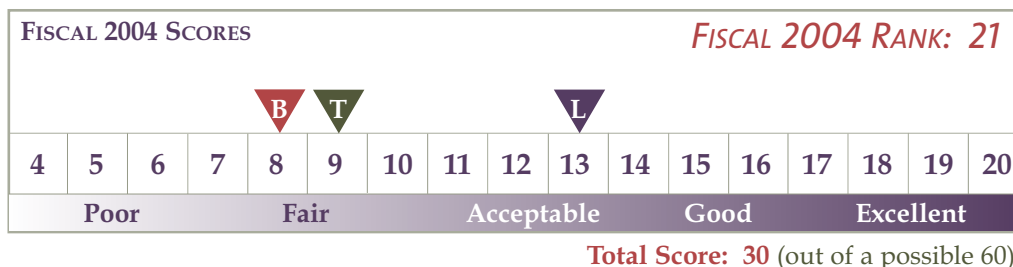
L LEADERSHIP

- Introduction and narratives explain how Social Security programs affect the American people, but performance metrics fail to back this up.
- Narratives for individual measures provide succinct and substantive descriptions that elaborate on the causes of performance shortfalls and how they will be overcome.
- Inspector general identifies major management challenges and gives agency credit for making progress.
- Report describes both programmatic and management changes to improve future performance.

RANKING HISTORY



OFFICE OF PERSONNEL MANAGEMENT (OPM)



T TRANSPARENCY

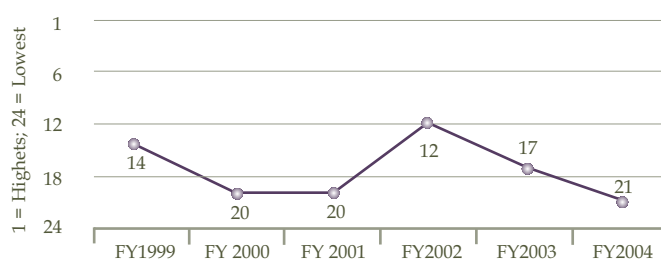
- The researchers did not find the report online by the December 16 cutoff date for evaluation, but the report was posted subsequently.
- Director's letter, highlights section, tables, and graphics convey useful information. Annual goals are spread out in narrative and only appear together in an appendix.
- OPM has 145 performance measures; seems excessive for a small agency with a focused mission.
- Auditor notes managerial cost accounting as a reportable condition. Inspector general indicates agency needs stronger controls over accuracy, reliability, and completeness of performance data.
- Baseline and trend data since fiscal 2000 are furnished for many performance measures, but not for 36 measures that lack fiscal 2004 data.

B PUBLIC BENEFITS

- Most goals and objectives focus on services rather than outcomes.
- Measures are primarily outputs or activities.
- Costs are linked only to strategic goals.

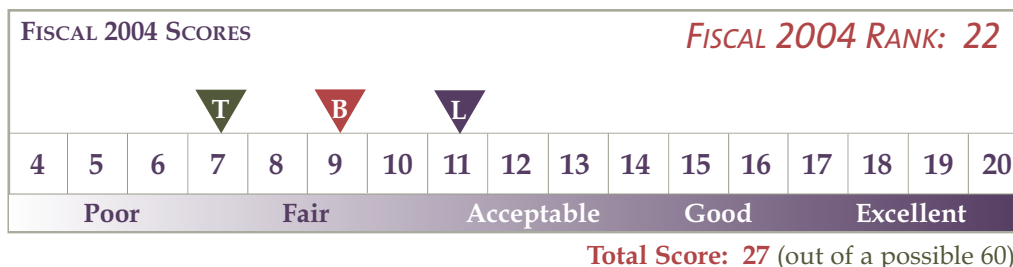
L LEADERSHIP

- Director's transmittal letter and the narratives in the report do a decent job of relating the agency's results to public benefits in terms of combating terrorism and enhancing homeland security. Performance measures do not.
- Some performance shortfalls are explained well, some partially, and some not at all.
- Inspector general outlines actions agency is taking to meet major management challenges, and the agency responds with more details.



RANKING HISTORY

DEPARTMENT OF HOMELAND SECURITY (DHS)



T TRANSPARENCY

- Report is on the web site, but it takes some unintuitive searching to find it under “DHS Organization.” Downloadable in a single PDF file or separate files.
- Confusing numbering system and summary reports require considerable digging and cross-referencing.
- A performance scorecard shows goals and results in easy-to-digest tables.
- Separate section discusses the large number of results for which the data are estimated.
- Trend data lacking for any performance results that pre-date existence of the department.

B PUBLIC BENEFITS

- Three of seven strategic goals, 14 of 19 strategic objectives, and about 53 of 70 performance goals are outcomes.
- Performance measures are generally less outcome-oriented than the goals.
- Fails to explain why many targets listed as “met” in fiscal 2004 were set lower than actual results in fiscal 2003.
- Only link between costs and goals is a pie chart showing percentage of budget devoted to various strategic goals.

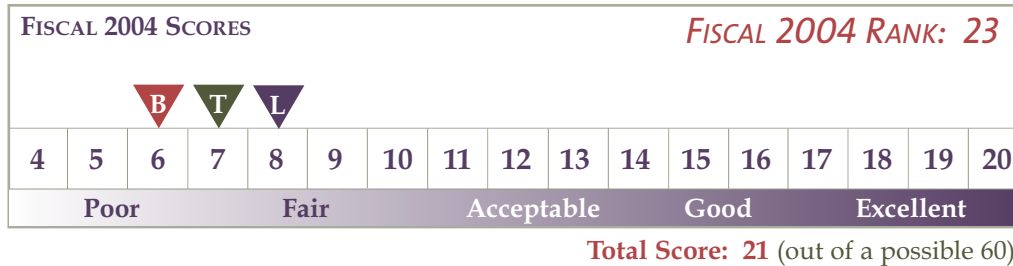
L LEADERSHIP

- Examples and vignettes demonstrate department’s impact, but would be enhanced by more results-oriented measures.
- Performance results clearly disclosed and shortfalls are consistently explained.
- Report discusses department’s response to many, but not all, management challenges identified by its inspector general.
- Department has a long way to go to meet the challenge of consolidating its components and developing a seamless strategic plan with outcome orientation and measures, but the secretary’s letter and many narratives indicate efforts and commitment toward that end.

RANKING HISTORY



DEPARTMENT OF DEFENSE (DEFENSE)



T TRANSPARENCY

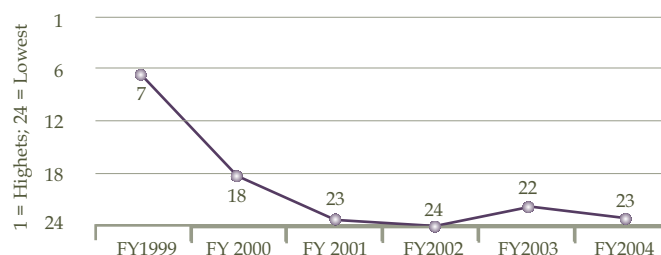
- Available via an unintuitive link under “DOD Websites.” Downloadable as a single PDF document or separate files.
- Confusing mix of risk-management strategic objectives, “policy goals,” and “performance metrics.”
- Report omits legally required assessment by agency head of data shortcomings and efforts to address them, although portions of the report make clear that the department faces severe data problems.
- Baseline and trend data back to fiscal 2001 are furnished for performance measures that go back that far, but better explanation is needed.

B PUBLIC BENEFITS

- Four strategic objectives are outcome-oriented. Goals and measures are a mix of outcomes and activities.
- Department states that the Quadrennial Defense Review Report serves as its strategic plan.
- Existing measures do not come close to capturing the full range of the department’s operations.
- The department is in the process of developing many new performance measures.
- No information links goals and results to costs.

L LEADERSHIP

- Report says little about the department’s most obvious accomplishments.
- When performance shortfalls are acknowledged, accompanying explanations are often perfunctory.
- Inspector general says the department has made progress on major management challenges but provides few specifics.
- Some initiatives to improve on specific objectives are described.
- Deputy secretary’s letter says 11 management control weaknesses were corrected, but 46 remain.



RANKING HISTORY

DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS)

No report was available by December 1, our deadline for including reports in this Scorecard.