

PERFORMANCE MEASURE DEFINITIONS

STRATEGIC GOAL 1

Maximize U.S. competitiveness and enable economic growth for American industries, workers, and consumers

STRATEGIC OBJECTIVE 1.1

Foster domestic economic development as well as export opportunities

PERFORMANCE OUTCOME: Promote private investment and job creation in economically distressed communities (EDA)

- *Private investment leveraged*
- *Jobs created/retained*

For FY 2008, EDA reported on three-year performance results of investments made in FY 2005, six-year performance results of investments made in FY 2002, and nine-year performance results of investments made in FY 1999. EDA estimated targets based on a study done by Rutgers University, a formula-driven calculation projecting investment data at three, six, and nine-year intervals from the investment award. Actual results reported here reflect a 25 percent discount to account for the attribution of jobs to dollars and economic conditions other than EDA dollars. EDA conducts reviews to adjust targets based on actual performance.

Data Source	Investment Recipient Performance Reports
Frequency	At three year intervals (three, six and nine years after investment award)
Data Storage	EDA Management Information System
Internal Controls	To validate data, EDA regions contacted recipients, or confirmed with engineers or project officers who had been on site. EDA will perform regional validation on-site visit with some recipients.
Data Limitations	Regular Appropriation for PW and EA implementation and revolving loan fund investments. Private investment may vary along with economic cycles.
Actions to be Taken	EDA will continue to monitor investment and job creation data

PERFORMANCE OUTCOME: Improve community capacity to achieve and sustain economic growth (EDA)

Percentage of economic development districts (EDD) and Indian tribes implementing economic development projects from the comprehensive economic development strategy (CEDs) that lead to private investment and jobs

This measure indicates whether the CEDS process is market-based and whether EDA helps to create an environment conducive to the creation and retention of higher-skill, higher-wage jobs.

Data Source	Investment Recipient Performance Evaluations and CEDS
Frequency	Annually
Data Storage	EDA Management Information System
Internal Controls	EDA will conduct periodic performance reviews and site visits
Data Limitations	This measure may vary with economic cycles due to limited local resources during downturns for project investments
Actions to be Taken	EDA established a baseline from FY 2002 data and will continue to monitor and develop trend data

Percentage of sub-state jurisdiction members actively participating in the economic development district (EDD) program

EDDs generally consist of three or more counties that are considered member jurisdictions. Sub-state jurisdiction participation indicates the District's responsiveness to the area it serves and shows that the services it provides are of value. EDA defined active participation as either attendance at meetings or financial support of the EDD during the reporting period. Sub-state jurisdiction members are independent units of government (cities, towns, villages, counties, etc.) and eligible entities substantially associated with economic development, as set forth by the District's by-laws or alternate enabling document.

Data Source	Investment Recipient Performance Evaluations and CEDS
Frequency	Annually
Data Storage	EDA Management Information System
Internal Controls	EDA will conduct periodic performance reviews and site visits on approximately one-third of the District and Indian tribe investments per year
Data Limitations	While an EDD may be effective, members still may not participate for other reasons
Actions to be Taken	EDA will continue to monitor compliance with the new definition of sub-state member jurisdictions

- *Percentage of University Center clients taking action as a result of the assistance facilitated by the University Center*
- *Percentage of Trade Adjustment Assistance Center (TAAC) clients taking action as a result of the assistance facilitated by the TAACs*
- *Percentage of those actions taken by University Center clients that achieved the expected results*
- *Percentage of those actions taken by Trade Adjustment Assistance Center clients that achieved the expected results*

The first two measures focus on the perceived value added by University Centers and TAACs to their clients. EDA funds 59 University Centers that provide technical assistance and specialized services (e.g., feasibility studies, marketing research) to local officials and communities. This assistance improves the community's capacity to plan and manage successful development projects. University Centers develop client profiles and report findings to EDA, which evaluates the performance of each center once every three years and verifies the data. EDA funds 11 TAACs that work with U.S. firms and industries adversely impacted as a result of increased imports of similar or competitive goods, to identify specific actions to improve each firm's competitive position in world markets. Taking action as a result of the assistance facilitated means to implement an aspect of the technical assistance provided by the University Center or TAAC in one or several areas. For University Centers it involves economic development initiatives and training session development; linkages to crucial resources; economic development planning; project management; community investment package development; geographic information system services; strategic partnering to public or private-sector entities; increased organizational capacity; feasibility plans; marketing studies; technology transfer; new company, product, or patent developed; and other services. For TAACs, it involves three main types of assistance to firms: help in preparing petitions for certification (which must be approved by EDA in order for the firm to receive technical assistance), analysis of the firm's strengths and weaknesses and development of an adjustment proposal, and in-depth assistance for implementation of the recovery strategy as set forth in the adjustment proposal.

The second two measures are follow-ups to the previous two measures. These measures determine if the assistance provided by the University Center or TAAC is market-based and results in desired outcomes. University Centers develop client profiles and report to EDA, which will evaluate and verify the performance of each University Center once every three years. TAACs conduct client surveys and report findings to EDA.

Data Source	University Center / TAAC client profiles
Frequency	Annually
Data Storage	EDA Management Information System
Internal Controls	Performance data will be verified by the University Centers and TAACs. EDA headquarters will annually review profile data
Data Limitations	While the assistance may be valued, clients may choose not to act for other reasons. Outside mitigating factors such as the local economy may affect the measure.
Actions to be Taken	EDA established the baseline from FY 2002 data and will continue to monitor and develop trend data.

PERFORMANCE OUTCOME: Strengthen U.S. competitiveness in domestic and international markets (ITA)

Annual cost savings resulting from the adoption of MAS recommendations contained in MAS studies and analysis

This measure captures the work of MAS analysts who evaluate the upstream and downstream impact of various regulations on U.S. manufacturers and service providers with the goal of reducing the cost of regulation.

Data Source	MAS analytical reports and studies
Frequency	Annually
Data Storage	PBViews®
Internal Controls	CFO staff will perform analysis to verify results and data sources
Data Limitations	A number of factors, including U.S. business cooperation, global trade trends, political developments, and other federal regulatory agencies may impact the actual numbers
Actions to be Taken	N/A

Percent of industry-specific trade barriers addressed that were removed or prevented

This measure quantifies progress toward the removal of foreign trade barriers that place U.S. companies at a disadvantage in trying to enter foreign markets over a five-year period. These efforts assist in leveling the playing field for U.S. businesses. This measure illustrates MAS's involvement in addressing industry-specific trade barriers to U.S. companies and captures the outcome of MAS's efforts to address barriers to industry in foreign markets such as labeling requirements, foreign restrictions on U.S. investment, and spurious foreign standards.

Data Source	MAS analytical reports and studies
Frequency	Long-term
Data Storage	PBViews®
Internal Controls	CFO staff will perform analysis to verify results and data sources
Data Limitations	A number of factors, including U.S. business cooperation, global trade trends, political developments, and the extent to which foreign governments create barriers or act inconsistently with trade obligations (an exogenous factor) will impact the actual numbers.
Actions to be Taken	N/A

Percent of industry-specific trade barrier milestones completed

This measure reports on the success of MAS industry analysis staff to target and remove industry-specific trade barriers focusing on key milestones for each barrier. Industry has identified, and MAS program staff assessed, barriers to establish their commercial and strategic value. An example includes MAS efforts to prevent the adoption of wireless encryption standards in China that would adversely affect U.S. manufacturers of wireless devices.

Data Source	MAS analytical reports and studies
Frequency	Annually
Data Storage	PBViews®
Internal Controls	CFO staff will perform analysis to verify results and data sources
Data Limitations	These industry specific trade barrier milestones are occasionally subject to externalities such as delays in trade meetings with foreign governments
Actions to be Taken	N/A

Percent of agreement milestones completed

This measure captures the work of MAS industry analysts and trade negotiators who work on multi-year free trade agreements (FTA) that benefit U.S. exporters and are intended to enhance U.S. competitiveness. These milestones ensure that MAS efforts are aligned to the President's American Competitiveness Initiative, as well as to the Department's Standards Initiative and track the MAS program's progress toward accomplishing key tasks associated with strengthening domestic and international competitiveness.

Data Source	MAS analytical reports and studies
Frequency	Annually
Data Storage	PBViews®
Internal Controls	CFO staff will perform analysis to verify results and data sources
Data Limitations	These agreement milestones are occasionally subject to externalities such as delays in trade meetings with foreign governments.
Actions to be Taken	N/A

PERFORMANCE OUTCOME: Increase exports to commercially significant markets including FTA countries, China and India (ITA)

Percent of imports by China that are exported from the United States

This measure captures the outcome of ITA's efforts to increase the total percentage of goods and services exported from the U.S. into the Chinese market. It reflects U.S. share of import market (not including exports through Hong Kong) and measures the U.S. Commercial Service's export promotion and commercial diplomacy activities.

Data Source	China customs through the World Trade Atlas
Frequency	Annual
Data Storage	PBViews®
Internal Controls	ITA performs quality control through review of verifiable trade trend data documentation
Data Limitations	A number of factors, including U.S. business cooperation, global trade trends, political developments, and the extent to which foreign governments create and remove barriers or act inconsistently with trade obligations (an exogenous factor) will impact the actual numbers.
Actions to be Taken	N/A

Percent of imports by India that are exported from the United States

This measure captures the outcome of ITA's efforts to increase the total percentage of goods and services exported from the U.S. into the Indian market. It reflects U.S. share of import market and measures the U.S. Commercial Service's export promotion and commercial diplomacy activities.

Data Source	India Ministry of Commerce through the World Trade Atlas
Frequency	Annual
Data Storage	PBViews®
Internal Controls	ITA performs quality control through review of verifiable trade trend data documentation
Data Limitations	A number of factors, including U.S. business cooperation, global trade trends, political developments, and the extent to which foreign governments create and remove barriers or act inconsistently with trade obligations (an exogenous factor) will impact the actual numbers.
Actions to be Taken	N/A

PERFORMANCE OUTCOME: Broaden and deepen U.S. exporter base (ITA)

Number of export successes made as a result of ITA involvement

This performance measure captures information on the number of export transactions executed by U.S. firms that resulted directly from Commercial Services counseling, matchmaking, research, information products, or other export promotion activities. An export transaction occurs when the Commercial Service: facilitates an actual verifiable export sale, a shipment of goods or delivery of services; helps a client identify and sign with an agent or distributor or sign a contract that ensures the expectation of future sales, where there is a direct link between the assistance provided and the resulting outcome; and helps a U.S. firm avoid harm or loss, for example, by helping it obtain payment or resolve some other kind of trade dispute.

Data Source	U.S. exporters
Frequency	Quarterly
Data Storage	Client Management System and PBViews®
Internal Controls	ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation.
Data Limitations	Data reported is wholly dependent on a client's willingness to provide such information and underreporting is likely.
Actions to be Taken	N/A

- *Number of new-to-market (NTM) export successes*
- *Number of increase-to-market (ITM) export successes*
- *Number of new-to-export (NTE) successes*

The first measure assesses Commercial Services success in assisting U.S. exporters to export into a new overseas market. The second measure gauges the success of ITA in helping U.S. suppliers expand their export transactions in markets where they have already sold U.S. products and services. The third measure focuses on small, export-ready businesses that haven't yet exported. All three of these measures focus on Commercial Services effectiveness in promoting trade.

Data Source	U.S. exporters
Frequency	Quarterly
Data Storage	Client Management System and PBViews®
Internal Controls	ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation.
Data Limitations	Data reported is wholly dependent on a client's willingness to provide such information and underreporting is likely.
Actions to be Taken	N/A

Dollar value of advocacy cases completed successfully (based on a three year moving average)

This measure determines the associated dollar volume of ITA’s success in providing U.S. companies with coordinated, strategic government support. The measure indicates the specific dollar value of U.S. export content of advocacy cases completed successfully as evidenced by a contract award, signed contract or other significant export-related benefit.

Data Source	U.S. exporters
Frequency	Annually / Long-term
Data Storage	Advocacy Center database and PBViews®
Internal Controls	The Advocacy Center conducts annual verifications with customers to confirm the dollar value of exports generated through the support of U.S. government effort .
Data Limitations	In some cases a host government overturns awards, and the winning U.S. company then loses the project. Quality of data is dependent on client’s willingness to provide the data. Some clients elect not to provide information to ITA due to business proprietary concerns. U.S. embassies in some instances do not report all advocacy projects they have worked on in a given fiscal year
Actions to be Taken	N/A

Commercial diplomacy success (cases) (annual)

This measure captures the results of US&FCS front-line diplomatic engagement based on three key factors: 1) Actions directed towards a foreign government in support of a U.S. company or the U.S. national economic interest; 2) An action by the foreign government; and 3) An outcome that benefits a U.S. company or the U.S. national economic interest. This performance measure is not limited to export-related achievements but instead captures the full range of CS diplomatic efforts to advance U.S. interests. It serves as a valuable tool to gauge CS performance in its government-to-government work and captures a critical component of the program’s fundamental mandate to protect U.S. business interests abroad.

Data Source	U.S. Exporters
Frequency	Quarterly
Data Storage	Client Management System
Internal Controls	ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation
Data Limitations	Date reported is wholly dependent on client’s willingness to provide such information and underreporting is likely
Actions to be Taken	N/A

PERFORMANCE OUTCOME: Increase access to the marketplace and financing for minority-owned businesses (MBDA)

- ***Dollar value of contract awards obtained (billions)***
- ***Dollar value of financial awards obtained (billions)***
- ***Number of new job opportunities created***
- ***Percent increase in client gross receipts***

These measures track the performance of MBDA. The dollar value of contract awards obtained by minority business enterprises (MBE) and facilitated by MBDA’s grantees and staff reflects the success of MBDA’s business development programs. MBDA includes the full potential value of multiple year contract awards obtained in its annual reporting for this performance measure, and discloses the dollar value of option years in a footnote. For indefinite-delivery contracts, only actual dollar values realized or guaranteed are included in the annual reporting of this performance measure. The second measure reflects the cumulative dollar value of transactions that have been approved, verified, and validated for each financial package (loans, lines of credit, surety bonds, etc.) obtained for clients serviced by MBDA-funded projects, agency staff, or the MBDA portal online tools. The third measure focuses specifically on the number of jobs created within MBEs as a result of contract and financial services provided by MBDA-funded projects and Agency staff. The fourth measure tracks increases in MBE gross receipts to determine the growth in firm size to further achieve entrepreneurial parity. This measure focuses specifically on the increase to individual MBE receipts as a result of the services provided by MBDA-funded projects and staff.

Data Source	Secured Internet transmission to Program Performance System
Frequency	Ongoing submission after obtaining documentation by projects and staff
Data Storage	Oracle platform
Internal Controls	Client source documentation forwarded to Regional Project Managers / Client and Source Verification by Regional project managers
Data Limitations	Date integrity dependent on agency verification policy and timeliness of review
Actions to be Taken	Quarterly desk assessment and semi-annual site visit and review

Percent increase in American Customer Satisfaction Index (ACSI)

Working with the Federal Consulting Group at the Department of Treasury and the University of Michigan, MBDA has developed a program module to measure customer satisfaction and has established an ACSI. This survey is taken in odd numbered years so it will not appear in the FY 2008 PAR.

Data Source	Contracted survey with Federal Consulting Group
Frequency	Two-year follow-up survey
Data Storage	Develop a revised model to review projects, staff and regions for benchmark
Internal Controls	Client performance system and Phoenix database systems portal clients served
Data Limitations	Date integrity dependent on agency verification policy and timeliness of review
Actions to be Taken	Quarterly desk assessment and semi-annual site visit and review

STRATEGIC OBJECTIVE 1.2

Advance responsible economic growth and trade while protecting American security

PERFORMANCE OUTCOME: Identify and resolve unfair trade practices (ITA)

Percentage reduction in trade-distorting foreign subsidy programs

The Import Administration (IA) has identified approximately 200 unfair practices. This measure shows IA's annual and five year target for the percentage reduction in unfair trade practices that were identified. The measure tracks IA's efforts to monitor and address unfair trade practices through negotiation, U.S. law, or remedies provided under World Trade Organization agreements. Many of the practices identified include preferential tax laws and subsidy programs.

Percentage of AD/CVD determinations issued within statutory and / or regulatory deadlines

This measure compares the number of determinations issued within the statutory and / or regulatory deadlines to the total number of determinations issued in a fair and impartial manner consistent with the AD/CVD laws and regulations of the U.S. and international obligations. The percentage of antidumping/countervailing duty (AD/CVD) cases completed on time is a reflection of the vigilance of ITA staff to complete its casework within the statutory timeframe. Domestic industry generates AD/CVD cases, and the timeliness of case activity is a critical factor for delivering customer satisfaction and essential for upholding the integrity of the AD/CVD laws as a credible and fair legal mechanism to address unfair trade actions by foreign interests. The timely completion of these cases may have a direct correlation to the ability of petitioning U.S. firms to remain viable when a firm may be subjected to unfair trading practices. Ensuring expedient completion of cases offers firms the best timeframe for determining if they are being injured by an unfair trading practice. The stated target reflects management's prioritization of adherence to statutory requirements. ITA is required to complete these cases within the time limits set forth in law.

Data Source	IA cases completed in accordance with the statutory deadline
Frequency	Annual / Long-term
Data Storage	Data from the AD/CVD Case Management System and PBViews®
Internal Controls	Each case is supported by final determinations, including Federal Register notices
Data Limitations	None
Actions to be Taken	N/A

Percent of ministerial errors in IA's dumping and subsidy calculation

This measure reflects IA's efforts to minimize/eliminate ministerial errors committed in the application of the specific methodology and programs used to calculate the dumping margins and subsidy rates that are published as preliminary or final determinations in investigations or as final results in administrative reviews in the Federal Register. The importing public relies on accurate margins in order to estimate the amount of duties they may be responsible for and to make well-informed business decisions. Foreign exporters rely on accurate margins in order to adjust their business practices to eliminate dumping. U.S. producers require accurate margins in order to make business decisions and remain competitive.

Data Source	U.S. Customs
Frequency	Annual / Long-term
Data Storage	Data from the AD/CVD Case Management System and PBViews®
Internal Controls	Case reviews for errors by senior management
Data Limitations	None
Actions to be Taken	N/A

- *Percentage of market access and compliance cases resolved successfully*
- *Value of cases resolved successfully*

The first measure shows the number of cases ITA concluded successfully as a percentage of cases concluded in a given year. This measure ensures staff works to achieve outcomes that meet the client expectations and does not simply close cases. The second measure provides the estimated cost of a particular trade barrier removed with the measure tending to fluctuate over time with the estimated cost of a particular trade barrier relating to a specific company or industry.

Data Source	ITA Compliance and Market Access Management System database
Frequency	Annual / Long-term
Data Storage	MAC case database and PBViews®
Internal Controls	Each month, MAC office managers review case data relevant to their areas in the MAC database.
Data Limitations	None
Actions to be Taken	N/A

PERFORMANCE OUTCOME: Maintain and strengthen an adaptable and effective U.S. export control and treaty compliance system (BIS)

Percent of licenses requiring interagency referral referred within 9 days

BIS administers dual-use commodity export controls. Dual-use commodities include any product that may have both civilian and military applications. To export dual-use commodities outside the United States, companies must apply for an approval license from BIS. Generally, dual-use commodity license applications fall into two categories: (1) referred licenses (approximately 85 percent of applications), including those licenses that require an opinion from another agency (e.g., Departments of State and Energy, Central Intelligence Agency, etc.); and (2) non-referred licenses, license requests that BIS may review/approve without being referred to any other federal agency. Executive Order 12981 stipulates that BIS refer 100 percent of the licenses needing referral within nine days. However, the licensing process is subject to uncontrollable delays. Therefore, BIS used historical data to set a target of 95 percent. This measure focuses on the effectiveness of BIS meeting the target of referring 95 percent of those licenses requiring referral within nine days.

Data Source	ECASS
Frequency	Quarterly
Data Storage	ECASS
Internal Controls	Export Administration will verify ECASS reports by running similar reports to determine if they produce the same results.
Data Limitations	None
Actions to be Taken	None

Median processing time for new regime regulations (months)

BIS routinely issues new and amended regulations to effectuate its responsibilities under the Export Administration Act (EAA). Their prompt promulgation benefits the U. S. from a trade, economic, and national security perspective. Regulatory changes can, for example, reduce the number of license requirements imposed on U.S. exporters, close loopholes in the regulations, implement international agreements, adapt controls to geopolitical developments, or address new export control challenges. This measure tracks the length of time it takes BIS to issue a draft regulation after regime changes have been received and analyzed. There is a significant amount of time that is spent analyzing each regime resolution before actual drafting of a regulation can begin.

Data Source	Paper records and Webcims (BIS internal document tracking system)
Frequency	Quarterly
Data Storage	Export Administration office files
Internal Controls	BIS will verify the information used to report on this performance measure against supporting documentation.
Data Limitations	None
Actions to be Taken	None

Percent of attendees rating seminars highly

BIS advances trade while promoting national security with an industry outreach program to facilitate compliance with U.S. export controls. Seminars include one-day programs on the major elements of the U.S. dual-use export control system and intensive two-day programs that provide comprehensive presentation of exporter obligations under the Export Administration Regulations (EAR). BIS conducts special topic seminars, such as exporter obligations, doing business with key trading partners, or key technologies. This measure focuses on overall effectiveness of the export control outreach seminar program. The target is for at least 85 percent of the seminar attendees to give the seminar an overall rating of at least 4 (out of a 5 level scale).

Data Source	Seminar evaluations
Frequency	Quarterly
Data Storage	Export Administration office files
Internal Controls	BIS will verify the information used to report on this performance measure against supporting documentation.
Data Limitations	Data is dependent on the voluntary responses of seminar participants and is based on respondent opinion. Opinions may, or may not be a factual indicator of performance.
Actions to be Taken	None

Percent of declarations received from U.S. industry in accordance with CWC regulations (time lines) that are processed, certified, and submitted to the State Department in time for so the United States can meet its treaty obligations

The Chemical Weapons Convention (CWC) establishes a verification regime for weapons-related toxic chemicals and precursors that have peaceful applications. BIS’s CWC regulations require U.S. industry exceeding certain chemical activity thresholds to submit declarations and reports. BIS processes, validates, and aggregates the declarations and reports to develop the U.S. CWC industrial declaration, which is forwarded to the Department of State in time to submit it to the Organization for the Prohibition of Chemical Weapons, within established time frames mandated under the CWC. This measure is designed to measure the rate of U.S. industry in complying with the declaration provisions of the CWC regulations.

Data Source	Paper records of declarations
Frequency	Quarterly
Data Storage	Export Administration office files
Internal Controls	BIS will verify the information used to report on this performance measure against supporting documentation.
Data Limitations	None
Actions to be Taken	None

Number of actions that result in a deterrence or prevention of a violation and cases which result in a criminal and/or administrative charge

This measure tracks the actual number of Export Enforcement leads and cases that result in a deterrence or prevention of a violation. Prevention may be accomplished by an investigative lead which results in agent outreach to a business, a freight forwarder, or any party to an export, and deters or prevents an unauthorized export. This measure reflects the actual number and type of preventive enforcement actions conducted. The implementation of this measure allows BIS to gauge its overall effectiveness in terms of successful prosecutions and preventive enforcement. BIS monitors and enhances compliance with license conditions by detecting and prosecuting violations of such conditions.

Data Source	Export Enforcement Investigative Management System
Frequency	Quarterly
Data Storage	IMS
Internal Controls	The Office of Export Enforcement and the Office of Antiboycott Compliance will both perform two types of checks to ensure data are entered where they should be (system integrity) and to ensure that the data are accurate and valid.
Data Limitations	None
Actions to be Taken	None

Percent of shipped transactions in compliance with the licensing requirements of the Export Administration Regulations (EAR)

This measure evaluates how effective the dual-use export control system is in ensuring that items subject to a BIS licensing requirement are exported in compliance with the EAR. BIS measures exporter compliance with the EAR by annually reviewing the entire compilation of export transactions subject to a license requirement (i.e., licensed and license exception shipments) and determining what percentage are in compliance with the EAR following any BIS intervention as necessary. BIS interventions comprise actions taken to mitigate or resolve non-compliance findings (i.e., counseling, outreach, warning letters, enforcement referral).

Data Source	ECASS, AES
Frequency	Quarterly
Data Storage	Export Administration Office files
Internal Controls	BIS will verify the information used to report on this performance measure against supporting documentation
Data Limitations	None
Actions to be Taken	None

Percentage of post-shipment verifications completed and categorized above the “unfavorable” classification

Post Shipment Verifications (PSVs) confirm whether or not goods exported from the United States actually were received by the party named on the license or other export documentation, and whether the goods are being used in accordance with the provisions of that license. PSVs are selected through the use of a new decision rubric that scores several aspects of a license application. In addition, BIS enforcement analysts research other potential factors to make a final determination on whether to initiate an end-use check to include PSVs. While PSVs are a key component of compliance verification, they also identify diverted transactions and reveal untrustworthy end-users and intermediate consignees. By conducting PSVs, BIS can provide a level of assurance that foreign end-users are aware of BIS license restrictions and comply with them as well as identifying if controlled items were shipped to unqualified end-users. Because BIS does not have the resources to conduct PSVs on every shipment, the bureau must carefully choose which ones to investigate, with a focus on uncovering potential violators. As a result, the PSV sample deliberately over-represents “Unfavorable” outcomes compared to the entire shipment population.

FY 2008 is the initial year for this measure. In FY 2007 BIS initiated a new process relative to the review and selection of end-use check candidates against a rubric that scores several different aspects of a license application. The variables involved in the rubric scoring include all the parties to the transaction, the items, and the countries involved. After all these variables are assessed and scored, a BIS enforcement analyst further reviews the transaction in light of the rubric score and any other potential factors to make a final determination on whether to initiate an end-use check. Since the methodology for initiating end-use checks is changing, the impact on the number of PSVs initiated is unknown. Additionally, BIS’s sample size is too small to determine the overall impact on the baseline number of PSVs rated as unfavorable. Therefore, the baseline number of PSVs initiated and the percentage of unfavorable ratings may need to be adjusted for FY 2009 and beyond.

Data Source	ECASS and Export Enforcement Investigation Management System (IMS)
Frequency	Monthly
Data Storage	ECASS and IMS
Internal Controls	The Office of Enforcement Analysis will perform two types of checks to ensure data are entered where they should be (System integrity) and to ensure that the data are accurate and validBIS will verify the information used to report on this performance measure against supporting documentation
Data Limitations	None
Actions to be Taken	None

PERFORMANCE OUTCOME: Integrate non-U.S. actors to create a more effective global export control and treaty compliance system (BIS)

Number of end-use checks completed

BIS conducts end-use verification checks with a primary means being Sentinel visits conducted under the Sentinel

Program. During Sentinel trips, BIS agents attempt to verify bona fides of consignees named on a BIS license, and confirm that the equipment is being used in conformance with conditions on the license. Each trip requires a team of two special agents for nearly six weeks to perform target analysis, pre-departure technical training, actual travel, and the subsequent post-trip briefings and final report. The end-use check workload is likely to increase significantly.

Data Source	ECASS and Export Enforcement Investigation Management System (IMS)
Frequency	Quarterly
Data Storage	ECASS and IMS
Internal Controls	The Office of Enforcement Analysis will perform two types of checks to ensure data are entered where they should be (system integrity) and to ensure that the data are accurate and valid.
Data Limitations	None
Actions to be Taken	None

PERFORMANCE OUTCOME: Ensure continued U.S. technology leadership in industries that are essential to national security (BIS)

Percent of industry assessments resulting in BIS determination, within three months of completion, on whether to revise export controls

BIS assesses the current status of technologies employed in U.S. industries whose products are subject to export controls to determine: (1) if those technologies have changed in such ways that existing controls should be revised or new controls should be imposed, and (2) if the control criteria remain pertinent and relevant or should be altered so the controls achieve the greatest possible beneficial effect and avoid unintended consequences. BIS anticipates that such assessments will be of such importance to its decision-making concerning revising existing or imposing new controls that 100 percent of the export control-focused industry assessments BIS conducts will be instrumental in determining whether – and, if so, how – to revise existing or establish new export controls.

Data Source	Paper records
Frequency	Quarterly
Data Storage	Export Administration office files
Internal Controls	BIS will verify the information used to report on this performance measure against supporting documentation. .
Data Limitations	None
Actions to be Taken	None

STRATEGIC OBJECTIVE 1.3

Advance key economic and demographic data to support effective decision-making of policymakers, businesses, and the American public

PERFORMANCE OUTCOME: Provide benchmark measures of the U.S. population, economy and governments (ESA/CENSUS)

Correct street features in the TIGER (geographic) database – number of counties completed to more effectively support: Census Bureau censuses and surveys, facilitate the geographic partnerships between federal, state, local and tribal governments, and support the E-Government initiative in the President’s Management Agenda

It is essential that Census correctly locate every street in the MAF/TIGER system to provide geographic products and services that meet the accuracy expectations of the 2010 Census field data collection staff, the Census Bureau’s data product customers, and the needs of the U.S. Geological Survey/ The National Map. Many local and tribal governments that participated in the Census 2000 geographic partnership programs and many potential customers for MAF/TIGER geographic products indicated that they would not consider future geographic partnerships or use without substantial improvements in location accuracy. Investing in the identification and correct location of new housing units and streets or roads in small towns and rural areas will ensure uniform address and street coverage in the MAF/TIGER database and in the Census Bureau’s data products, both for the American Community Survey (ACS) and the 2010 Decennial Census.

Data Source	MAF / TIGER activity schedule
Frequency	As scheduled
Data Storage	Census Bureau MAF / TIGER database
Internal Controls	The Census Bureau compares actual completion dates with scheduled dates
Data Limitations	None
Actions to be Taken	Continue quarterly reviews of performance data.

Complete key activities for cyclical census programs on time to support effective decision-making by policymakers, businesses, and the public and meet constitutional and legislative mandates

Due to the cyclical nature of these programs, it is important for Census to track annual key activities that support the programs. Census tracks the internal activities that are considered to be the most important in meeting the long-term goals of the cyclical census programs.

Data Source	Activity schedules kept by each of the cyclical census programs.
Frequency	Ongoing, based on activity schedules.
Data Storage	The Census Bureau program offices maintain activity schedules and performance data.
Internal Controls	The Census Bureau compares actual completion dates with scheduled dates. Performance data is reviewed quarterly.
Data Limitations	None
Actions to be Taken	Continue quarterly reviews of performance data.

Meet or exceed the overall federal score of customer satisfaction on the American Customer Satisfaction Index (ACSI)

The University of Michigan conducts the ACSI in cooperation with other groups. It tracks trends in customer satisfaction and provides benchmarks that can be compared across industries and between the public and private sectors. The Census Bureau traditionally focuses on key communications, services, and products: data products, Web products, and overall customer service as these relate to customers’ perceived quality, expectations, overall customer satisfaction, complaints, and loyalty. Results from the ACSI are available during the first quarter of the fiscal year.

Data Source	Census Bureau data users at State Data Centers, Business Information Data Centers, Census Information Centers, and Regional Federal Depository Libraries.
Frequency	Annually
Data Storage	Primary storage is at the University of Michigan.
Internal Controls	Data are collected electronically and cross-tabulated. Interviewers are continuously monitored with supervisors randomly listening in on interviews.
Data Limitations	Sample size determines the limits of statements that can be made based on the data. All Census Bureau-related ACSI reports are careful to report confidence intervals.
Actions to be Taken	Continue quarterly reviews of performance data.

PERFORMANCE OUTCOME: Provide current measures of the U.S. population, economy and governments (ESA/CENSUS)

Achieve pre-determined collection rates for Census Bureau censuses and surveys in order to provide statistically reliable data to support effective decision-making of policymakers, businesses, and the public

This measure focuses on maintaining a high level of response for both demographic and economic surveys to ensure that information from the Economics and Statistics Administration’s (ESA) Census Bureau surveys and censuses are always reliable and widely accepted by customers over the long term. Reliability of Census Bureau statistics is essential to enhance the supply of key economic and demographic data to support effective decision-making of policymakers, businesses, the American public, and others.

Data Source	Census Bureau surveys are the initial collection source. Internal control files and systems are the source of the response rate data.
Frequency	Response rates are tied to data collection. Frequency varies by survey.
Data Storage	All data are stored in Census Bureau databases and are published in public press releases.
Internal Controls	Quality assurance analyses, Automated Data Processing (ADP) routines, and peer reviews.
Data Limitations	Data that are released must adhere to Title 13 requirements to protect respondents’ confidentiality.
Actions to be Taken	Continue quarterly reviews of performance data.

Release data products for key Census Bureau programs on time to support effective decision-making of policymakers, businesses, and the public

It is essential that Census release data products on schedule to enhance the supply of key economic and demographic data to support effective decision-making of policymakers, businesses and the American public. This measure focuses on two parts: economic indicators and other key surveys and reports. OMB Statistical Directive Number 3 requires that Census release principal economic indicator data within prescribed time periods. Thus, the impact of not meeting release dates for the economic indicators is much more serious.

Data Source	Actual data releases by Census Bureau programs.
Frequency	The frequency of data releases varies. Release dates are often published in advance.
Data Storage	Data release information is stored in Census Bureau systems and public data releases.
Internal Controls	Performance data are verified by comparing actual release dates with scheduled release dates. Methodological standards for surveys are publicly reported.
Data Limitations	Data that are released must adhere to Title 13 requirements to protect respondents' confidentiality.
Actions to be Taken	Continue quarterly reviews of performance data.

PERFORMANCE OUTCOME: Provide timely, relevant and accurate economic statistics (ESA/BEA)

Timeliness: Reliability of delivery of economic data (number of scheduled releases issued on time)

The importance of BEA data as an ingredient for sound economic decision-making requires BEA to deliver data into the hands of decisionmakers on schedule. This measure tracks the number of scheduled releases that occur on time.

Data Source	A schedule of release dates for the calendar year is published each fall in the <i>Survey of Current Business</i> and is posted on the BEA website. BEA maintains a record of subsequent actual release dates.
Frequency	Quarterly
Data Storage	BEA maintains the schedule of future release dates and the record of actual release dates. Both sets of information are available on the BEA website.
Internal Controls	Scheduled and actual release dates are a matter of public record and can be verified via the Internet at <www.bea.gov>.
Data Limitations	Not all releases may be included in the published annual schedule because their release dates cannot be established that far in advance.
Actions to be Taken	FY 2009 target will be added when the schedule is made available to OMB and published in the <i>Survey of Current Business</i> in the Fall of the preceding year. Continue quarterly reviews of performance data.

Relevance: Customer satisfaction with quality of products and services (mean rating on a 5-point scale)

This measure tracks customer satisfaction with BEA products using a five point scale.

Data Source	BEA customer satisfaction survey conducted online at BEA's website, www.bea.gov .
Frequency	Continually
Data Storage	BEA conducts the survey, compiles the results, and retains records of raw data and computations that lead to the final results. A report is written and made available to the public at www.bea.gov .
Internal Controls	BEA provides a copy of the survey results to the OMB, Budget Office of the DOC, and the Economics and Statistics Administration. The report is made available on the BEA website.
Data Limitations	The customer satisfaction survey is an ongoing, voluntary survey conducted via the website. As a voluntary survey, responses are representative of those who choose to respond.
Actions to be Taken	Survey is continually conducted with results monitored quarterly and reported after the end of the fiscal year.

Accuracy: Percent of GDP estimates correct

This measure tracks the ability of BEA to accurately estimate its most important statistic, GDP. The measure is a composite index of six indicators that measure the accuracy of the GDP estimate with respect to: (1) whether the economy is expanding or contracting, (2) whether the economy is growing faster or slower, (3) whether the economy is strong or weak, (4) the trend GDP growth rate, (5) the average quarterly GDP growth rate, and (6) the level of current-dollar GDP.

BEA applies these indicators using three-year rolling averages to develop a single measure of the correctness of the GDP estimate. BEA chose three-year rolling averages because (1) at least 12 quarters of estimates are needed for statistical reliability, (2) BEA’s annual revisions cover three years, (3) the impact of statistical improvements occur over time, and (4) reasonable balance must be struck between statistical reliability and a measure of current performance.

Data Source	Data used for this measure are produced by BEA and made available in press releases; in our monthly publication, the <i>Survey of Current Business</i> (SCB); and on the Website: www.bea.gov . Background research studies are published in the SCB
Frequency	Annually
Data Storage	The <i>Survey of Current Business</i> is published monthly and available online.
Internal Controls	DOC has evaluated this measure and BEA has submitted a <i>Validation and Verification</i> report. The <i>Survey of Current Business</i> is a matter of public record and can be verified via the Internet or hardcopy.
Data Limitations	The measure is the best single point estimation of the accuracy of GDP. Economic conditions, rather than statistical practices, could dramatically change the measure.
Actions to be Taken	Research to calculate the new measure will be conducted, following the completion of the annual revisions, in August 2008.

- *Improving GDP and the economic accounts*
- *Meeting U.S. international obligations*
- *Budget-Related: Preparation of Innovation Accounts*

The first measure tracks BEA’s progress in improving its GDP and economic accounts. BEA must continually update its economic accounts to keep pace with the increasingly complex and rapidly changing U.S. economy. The GDP, the balance of payments, state personal income, and other data series must be as timely, relevant, and accurate as possible to inform the decisions made by public and private leaders. The second measure tracks BEA’s progress toward accelerating the release of its major economic estimates in order to meet the demands of public and private sector data users. BEA has completed an accelerated release schedule for some of the Nation’s most widely relied upon economic statistics, including international trade in goods and services, GDP by industry, the annual input-output accounts, state personal income, and an experimental acceleration in GDP by state. The third measure introduced in FY 2003, monitors BEA’s progress in meeting milestones related to international commitments and provides accountability for a multiyear initiative. BEA is responsible for making its data series conform to standards agreed to by the U.S. government with international organizations and other countries. Meeting these commitments is important to maintaining U.S. leadership in economic measurement. Also, the statistical information required for these international commitments is useful to U.S. policymakers. The third measure tracks BEA’s progress in measuring the 21st century knowledge economy to accurately report a comprehensive picture of the U.S. economy.

Data Source	The BEA 5-year Strategic Plan provides annual milestones for this budget-related measure. At the end of each fiscal year, BEA evaluates and reports its progress in achieving the scheduled milestones. Background research studies are published in the SCB
Frequency	Annually
Data Storage	BEA compiles and maintains data annually via the BEA Scorecard, available on the BEA website.
Internal Controls	Internal review and analysis by BEA.
Data Limitations	BEA’s annual review and update of its Strategic Plan could result in changes to the milestones.
Actions to be Taken	Milestones will be adjusted as necessary to match the BEA 5-year Strategic Plan.

STRATEGIC OBJECTIVE 1.4

Position small manufacturers to compete in a global economy

PERFORMANCE OUTCOME: Raise the productivity and competitiveness of small manufacturers (NIST)

- *Number of clients served by Hollings MEP centers receiving federal funding*
- *Increased sales attributed to Hollings MEP centers receiving federal funding*
- *Capital investment attributed to Hollings MEP centers receiving federal funding*
- *Cost savings attributed to Hollings MEP centers receiving federal funding*

MEP works with the Nation’s small manufacturing firms to provide assistance to overcome barriers to productivity growth and competitiveness. These measures provide quantitative indicators of the impacts MEP services provide. The

number of clients represents the annual number of new and repeat clients served by MEP centers who received training, technical, and business assistance. Increased sales, capital investment and cost savings indicate changes that are positively associated with productivity growth and competitiveness – two factors that are crucial for U.S. manufacturers to manage and succeed in the rapidly changing manufacturing environment. Data are collected through an annual survey of clients receiving services from MEP centers.

Data Source	The client impact survey is administered by a private firm, Synovate, located in Arlington Heights, IL.
Frequency	The survey is conducted four times per year, and the clients are selected based on when they completed the first project with a MEP center in the previous year. The process is used to reduce respondent burden, raise overall response rates and improve data quality. Clients are asked to estimate how the group of MEP provided services over the previous two years has affected their business performance in the 12 month period prior to the survey.
Data Storage	Survey data is sent directly to MEP for analysis. MEP reviews and stores survey data received from Synovate.
Internal Controls	Internal controls include verification and significant review of the Synovate data by MEP staff. Criteria are in place for identifying outliers in the data. Centers verify the outlier and if necessary, the data are revised based on the Center review.
Data Limitations	As with similar survey instruments, sources of uncertainty include variation of interpretation of specific questions; in the estimation techniques used in response to specific questions; in the quality of industry data; missing values and other common survey problems. Synovate uses standard survey techniques to clean the data, ensure accuracy and reliability, and improve the response rate.
Actions to be Taken	None

STRATEGIC GOAL 2

Promote U.S. innovation and industrial competitiveness

STRATEGIC OBJECTIVE 2.1

Advance measurement science and standards that drive technological change

PERFORMANCE OUTCOME: Promote innovation, facilitate trade, and ensure public safety and security by strengthening the nation’s measurements and standards infrastructure (NIST)

Qualitative assessment and review of technical quality and merit using peer review

The National Research Council (NRC) annually reviews the NIST Laboratories. The NRC review is independent, technically sophisticated, and extensive, focusing on the quality, relevance, and technical merit of the NIST Laboratories program. The review board consists of approximately 150 scientists and engineers organized into seven panels and two sub-panels. Each year the laboratory-specific panels conduct a two to three-day on-site review of each laboratory’s technical quality. This measure simply reflects whether NRC conducted the review.

Data Source	On-site interviews and discussions with NIST management and research staff by independent external scientific and technical experts, managed by the NRC
Frequency	Beginning in FY 2007, the NRC conducted an assessment process where half of NIST Laboratories are reviewed each year
Data Storage	NRC
Internal Controls	Oversight of laboratory specific expert review panels provided by the NRC
Data Limitations	Data are qualitative in nature
Actions to be Taken	None

Citation impact of NIST-authored publications

The citation impact measure demonstrates that NIST consistently produces relevant scientific and technical publications. Citation impact reflects the utility and relevance of NIST research and is outcome-oriented. Citation impact has remained consistently above average for the past 26 years (1981-2006).

Data Source	Thomson Scientific, formerly the Institute for Scientific Information (ISI)
Frequency	Ongoing
Data Storage	NIST
Internal Controls	Data represents NIST “relative citation impact” – that is, the average citation rate per NIST publication relative to Thomson Scientific’s baseline citation rate number for all scientific and technical organizations. Internal controls include verification and review by NIST Information Services Division and the NIST program office.
Data Limitations	Factors such as self-citations, citation circles, and multiple authorship may affect the reliability of any data of this nature. However, even with such factors citation frequency analyses is broadly recognized as an indicator of the importance or utility of a publication.
Actions to be Taken	None

Peer-reviewed technical publications produced

Technical publications represent a way NIST transfers the results of its research and provide measurements and standards to those in industry, academia, and other government agencies. Each year, NIST produces between 2,000 and 2,200 manuscripts and publications with approximately 50 to 60 percent appearing in prestigious scientific peer-reviewed journals. This measure is a direct count of NIST technical manuscripts that the NIST Editorial Review Boards at both the Gaithersburg and Boulder sites reviewed and approved for publication in peer-reviewed journals, and the number of approved manuscripts published in peer-reviewed journals in that fiscal year. In addition to peer-reviewed journals, NIST publishes its measurement methods and standards through conference proceedings, NIST interagency reports, and special publications. This measure reflects in part the quality and demand for NIST publications.

Data Source	Web of Science® bibliographic database compiled by Thomson scientific
Frequency	Ongoing
Data Storage	NIST
Internal Controls	Publication data is collected by Thomson scientific. Data represents analysis performed by NIST’s Information Services Division
Data Limitations	Output only
Actions to be Taken	None

- *Standard Reference Materials (SRM) sold*
- *NIST-maintained datasets downloaded*
- *Number of calibration tests performed*

These three measures share the same methods of validation and verification. SRMs are the definitive source of measurement traceability in the United States; all measurements using SRMs can be traced to a common and recognized set of basic standards that provides the basis for compatibility of measurements among different laboratories. SRMs are certified in the NIST Laboratories for their specific chemical and material properties. Customers use SRMs to achieve measurement quality and conformance to process requirements that address both national and international needs for commerce and trade and public safety and health.

NIST provides online access to over 80 scientific and technical databases. These databases cover a broad range of substances and properties from a variety of scientific disciplines. Some datasets, such as the NIST Chemistry WebBook, NIST Physical Reference Data Systems, and the NIST Ceramics WebBook, are comprehensive and contain a large number of databases, while others serve very specific applications. Industry, academia, other government agencies, and the general public use of NIST’s online data systems with this measure representing another method NIST uses to deliver its measurements and standards tools, data, and information. This measure is a direct count of the average annual number of downloads of NIST-maintained data.

NIST offers more than 500 different types of physical calibrations in areas as diverse as radiance temperature, surface finish characterization, and impedance. NIST calibration services provide the customer with direct traceability to national and international primary standards. This measure illustrates the quantity of physical measurement services provided by NIST for its customers, including calibration services, special tests, and Measurement Assurance programs. The output data represent a direct count of calibration tests performed.

Data Source	NIST Technology Services
Frequency	Ongoing
Data Storage	NIST Technology Services
Internal Controls	Data represents direct and verifiable counts. Inter controls include verification and review by NIST Technology Services and the Measurement Services and Advisory Group
Data Limitations	Data provide information on output levels only.
Actions to be Taken	None

PERFORMANCE OUTCOME: Enhance public access to worldwide scientific and technical information through improved acquisition and dissemination activities (NTIS)

Number of updated items available (annual)

The number of items NTIS offers for sale to the public includes scientific, technical, and engineering information products added to the permanent collection, and items made available through online electronic subscriptions. NTIS abstracts, catalogues and indexes each publication added to the permanent collection so that it can be identified and merged into the permanent bibliographic database for future generations of researchers and the public who may benefit from this valuable research. NTIS offers other information products as full text documents in electronic format through numerous online information services. NTIS acquires this material primarily from U.S. government agencies, their contractors and grantees, and international sources.

Data Source	NTIS operates and maintains internal systems for collecting acquisition statistics
Frequency	Data are available daily. Reports are produced monthly.
Data Storage	All data are stored with NTIS systems
Internal Controls	NTIS' accounting and budget offices analyze and report performance data to management. Data verification is provided through regular internal independent auditor reporting
Data Limitations	Output only
Actions to be Taken	None

Number of information products disseminated (annual)

This measure represents information NTIS disseminates and includes compact discs, diskettes, tapes, online subscriptions, Web site pages, as well as traditional paper and microfiche products.

Data Source	A modified commercial order processing system and a standard Web analysis software package used by industry
Frequency	Internal management activity reports are produced daily, summaries produced monthly
Data Storage	All data are stored with NTIS systems
Internal Controls	NTIS' accounting and budget offices analyze and report performance data to management. Data verification is provided through regular internal independent auditor reporting
Data Limitations	Output only
Actions to be Taken	None

Customer satisfaction

This measure represents the percentage of NTIS customers who are satisfied with the quality of their order, the ease of order placement, and the timely processing of that order. NTIS receives orders by phone, fax, mail, and online, and fills them in a variety of formats. NTIS derives the percentage of satisfied customers from the number of customer complaints compared to the total number of orders taken. It does not take into account inquiries about the status of an order or other general questions.

Data Source	A modified commercial order processing system
Frequency	Internal management activity reports are produced daily, summaries produced monthly
Data Storage	All data are stored with NTIS systems
Internal Controls	NTIS' accounting and budget offices analyze and report performance data to management. Data verification is provided through regular internal independent auditor reporting
Data Limitations	None
Actions to be Taken	None

STRATEGIC OBJECTIVE 2.2

Protect intellectual property and improve the patent and trademark system

PERFORMANCE OUTCOME: Optimize patent quality and timeliness (USPTO)

Patent allowance compliance rate

This measure assesses product quality as measured by the internal quality review processes. USPTO measures the quality of patent examination decisions by the reopening rate or similar internal quality measures.

Data Source	Office of Patent Quality Assurance Database System
Frequency	Daily Input, month reporting
Data Storage	Automated systems, reports
Internal Controls	Manual reports and analysis
Data Limitations	None
Actions to be Taken	N/A

Patent in-process examination compliance rate

This measure assesses patent examination process quality by the internal quality review of office actions from first action on the merits to issue or abandonment. USPTO measures the quality of patent examination decisions by the ratio of office actions that do not include a deficiency that has a significant impact on the ability of the applicant to advance the prosecution on the merits of the application, to the total number of office actions reviewed. USPTO will use the results of these reviews as part of a continuous quality improvement program to identify problem areas and determine appropriate training needs and other corrective actions.

Data Source	Office of Patent Quality Assurance Database System
Frequency	Daily Input, month reporting
Data Storage	Automated systems, reports
Internal Controls	Manual reports and analysis
Data Limitations	None
Actions to be Taken	N/A

- *Patent average first action pendency (months)*
- *Patent average total pendency (months)*

These two measures reflect the time it takes to grant a patent. The first measure tracks the timeliness of first office actions on patent applications, measuring the time from the application filing date to the date of mailing the first office actions. The second measure identifies the timeliness related to issuance of the patent or abandonment of the application, measuring the average time from the application filing date to the date of issue or abandonment.

Data Source	Patent Application Location and Monitoring system (PALM)
Frequency	Daily Input, month reporting
Data Storage	PALM, automated systems, reports
Internal Controls	Accuracy of reporting data is controlled through internal program edits in the PALM system. Final test for reasonableness is performed internally by patent examiners, supervisors and program management analysts
Data Limitations	None
Actions to be Taken	N/A

Patent applications filed electronically

This measure shows USPTO's progress in moving toward operating in a fully electronic environment. Applications filed electronically indicates USPTO's support of, and applicants' willingness to operate in, an e-government environment and identifies the percent of basic applications filed electronically.

Data Source	PALM system
Frequency	Daily Input, month reporting
Data Storage	PALM, automated systems, reports
Internal Controls	Accuracy of reporting data is controlled through internal program edits in the PALM system and cross checks against other automated systems
Data Limitations	None
Actions to be Taken	N/A

PERFORMANCE OUTCOME: Optimize trademark quality and timeliness (USPTO)

Trademark first action compliance rate

This measure assesses product quality as measured by the internal quality review processes. USPTO measures the quality of trademark examination decisions by the reopening rate or similar internal quality measures.

Data Source	Office of Trademark Quality Review Report
Frequency	Daily Input, month reporting
Data Storage	Automated systems, reports
Internal Controls	Manual reports and analysis
Data Limitations	None
Actions to be Taken	N/A

Trademark final action compliance rate

This measure assesses trademark examination process quality by the internal quality review of office actions from first action on the merits to issue or abandonment. USPTO measures the quality of patent examination decisions by the ratio of office actions that do not include a deficiency that has a significant impact on the ability of the applicant to advance the prosecution on the merits of the application, to the total number of office actions reviewed. USPTO will use the results of these reviews as part of a continuous quality improvement program to identify problem areas and determine appropriate training needs and other corrective actions.

Data Source	Office of Trademark Quality Review Report
Frequency	Daily Input, month reporting
Data Storage	Automated systems, reports
Internal Controls	Manual reports and analysis
Data Limitations	None
Actions to be Taken	N/A

- ***Trademark average first action pendency (months)***
- ***Trademark average total pendency (months)***

These two measures reflect the time it takes to grant a trademark. The first measure determines the timeliness of trademark first office actions, measuring the time from the application filing date to the date of mailing the first office actions. The second measure identifies the timeliness related to office disposals, measuring the average time from the application filing date to the date of registration, notice of allowance, or abandonment.

Data Source	Trademark Reporting and Application Monitoring system (TRAM)
Frequency	Daily Input, month reporting
Data Storage	TRAM, automated systems, reports
Internal Controls	Accuracy of reporting data is controlled through internal program edits in the TRAM system. Program management performs final test for reasonableness
Data Limitations	None
Actions to be Taken	N/A

PERFORMANCE OUTCOME: Improve intellectual property and enforcement domestically and abroad (USPTO)

- ***Number of instances in which External Affairs (EA) experts review intellectual property (IP) policies/standards***
- ***Improving worldwide IP expertise for U.S. government interests***
- ***Number of Memorandum of Agreement for Intellectual Property (IP) joint cooperation, plans of actions, mechanisms, and support programs initiated or implemented in developing countries as a result of Office of Intellectual Property Policy and Enforcement (OIPPE)***

These three measures reflect the work USPTO conducts in the area of IP enforcement. The first measure tracks the work EA experts do by providing advice and guidance to other countries and organizations to improve IP practices by reviewing and commenting various policies, laws, etc. The second measure represents the number of placements USPTO has made in other countries as well as an estimate of other assistance provided in terms of full time equivalents. The third

measure tracks the actual agreements, provisions, and procedures that are implemented in those countries and regions by the attachés that promote and enforce IP rights.

Data Source	EA reports and databases
Frequency	Monthly input reporting
Data Storage	Reports
Internal Controls	Manual reports
Data Limitations	None
Actions to be Taken	N/A

STRATEGIC OBJECTIVE 2.3

Advance global e-commerce as well as telecommunications and information services

PERFORMANCE OUTCOME: Ensure that the allocation of radio spectrum provides the greatest benefit to all people (NTIA)

- *Frequency assignment processing time (days)*
- *Certification request processing time (months)*

These two measures reflect the time that (1) NTIA authorizes the federal agency use of the frequency spectrum so they can operate their radio communications and (2) NTIA certifies that spectrum will be available in the future for federal agency planned radio communications. NTIA ensures that each assignment approved does not cause interference to other spectrum users nor will it receive harmful interference from other spectrum users and that each assignment complies with the rules, regulations, and standards within NTIA’s manual. NTIA’s approval prevents an agency from developing communications in the wrong frequency band that could cause or receive interference from other spectrum users that could result in being unable to implement the system and the loss of all the funding that was necessary to develop the communication system. These measures contain the planned average target time to obtain approval, the number of requests for a frequency assignment, the average time it took to provide approval, and a comparison of actual time for approval versus the target.

Data Source	Interdepartment Radio Advisory Committee (IRAC) Support Branch, Office of Spectrum Management (OSM)
Frequency	Monthly, annually
Data Storage	OSM, Computer services division
Internal Controls	ADP routines
Data Limitations	Classified information is not included in public data
Actions to be Taken	Collection of data

Space system coordination request processing time

NTIA provides approval and coordination domestically and internationally for an agency to operate its planned satellite communications. Coordination with other satellite spectrum users is essential to prevent interference to each other in light of the high costs of developing and implementing satellite communication systems. The performance measure contains the planned average target time to obtain approval for coordination actions within the Space Systems Subcommittee process.

Data Source	IRAC Support Branch, OSM
Frequency	Monthly, annually
Data Storage	OSM, Computer services division
Internal Controls	ADP routines
Data Limitations	Classified information is not included in public data
Actions to be Taken	Collection of data

Spectrum plans and policies processing time

Most of the frequency spectrum is shared between the private sector and the federal government. As such, there are constant changes in the spectrum allocations, rules, and regulations developed and maintained by the Federal Communications Commission (FCC) and NTIA to address access by new telecommunication technologies and services to ensure interference free operation between all spectrum users and a level playing field to promote competition. NTIA and the FCC have agreed in a

memorandum of agreement that they would mutually perform the necessary coordination on rulemakings within 15 days or less. This performance measure contains the planned average target time to obtain NTIA coordination and the average time it took to provide coordination.

Data Source	IRAC Support Branch, OSM
Frequency	Monthly, annually
Data Storage	OSM, Computer services division
Internal Controls	ADP routines
Data Limitations	Classified information is not included in public data
Actions to be Taken	Collection of data

Spectrum Management Improvements

On November 30, 2007, the President directed NTIA to implement his Spectrum Policy Initiative by implementing 24 recommendations contained in two reports submitted by the Secretary of Commerce and coordinated with federal agencies in the OMB coordination process. The performance measure contains the planned target of the number of milestones required by the goals in the President’s spectrum policy initiative.

Data Source	OSM
Frequency	Monthly, annually
Data Storage	OSM, Associate Administrator
Internal Controls	NTIA document clearance. OMB / interagency clearance process
Data Limitations	None
Actions to be Taken	Collection of data

PERFORMANCE OUTCOME: Promote the availability, and support new sources, of advanced telecommunications and information services

Support new telecom and info technology by advocating Administration views in number of FCC docket filings, and Congressional proceedings

This measure reflects NTIA’s work in fulfilling its policy-setting role. It involves participating on behalf of the Administration in FCC and Congressional proceedings on telecommunications policies, including the development of appropriate regulatory treatment for broadband services deployment.

Data Source	Activities are reflected on the NTIA website, weekly reports to the Secretary of Commerce, annual reports to Congress
Frequency	Annually
Data Storage	Office of Policy Coordination and Management
Internal Controls	Inspection
Data Limitations	Data are not quantitative but rather a qualitative assessment of current policy directions and plans
Actions to be Taken	None

Number of Web site views for research publications

NTIA measures the number of Web site hits of its online research publications. This measure indicates the reception and utility of research results within the spectrum research and engineering community. Many government agencies and private sector organizations use these research publications to improve effectiveness in the planning, procurement, and configuration of systems.

Data Source	ITS
Frequency	Monthly
Data Storage	ITS, Web server
Internal Controls	Inspection
Data Limitations	None
Actions to be Taken	Collection of data

STRATEGIC GOAL 3

Promote environmental stewardship

STRATEGIC OBJECTIVE 3.1

Protect, restore and manage the use of coastal and ocean resources

Fish stock sustainability index (FSSI)

The FSSI measures rebuilding and maintaining fish stocks at productive levels, along with NOAA’s efforts to get to that outcome, i.e., managing fish harvest rates and increasing knowledge about the status of fish stocks. NOAA calculates the FSSI by assigning a total score between 0 and 4 to each of 230 stocks selected for their importance to commercial and recreational fisheries and representing 90% of all commercial landings. The total FSSI score can range between 0 and 920. Since effort is required to maintain an FSSI score, in a given year the score can fall with insufficient resources. At the same time, increasing the score without an increase in resources is a significant accomplishment. For more information: <http://www.nmfs.noaa.gov/sfa/statusoffisheries/SOSmain.htm>.

Data Source	Stock assessments and status determinations Activities are reflected on the NTIA website, weekly reports to the Secretary of Commerce, annual reports to Congress
Frequency	Quarterly
Data Storage	NMFS Stock Information System (SIS)
Internal Controls	Results will be reported quarterly in a signed memo from the Fishery Management Program Manager to the NMFS Chief Financial Officer and are housed and made available in a database managed by the NMFS Office of Management and Budget; monthly reporting on performance to NOAA Deputy Under Secretary
Data Limitations	Results can only be reported when the SIS is updated with new information from the field
Actions to be Taken	None

Percentage of living marine resources (LMR) with adequate population assessments and forecasts

This measure combines the number of stock assessments for priority fish stocks and the number of stock assessments and forecasts for protected species to produce a percentage of the total 472 LMR stocks (230 priority fish stocks, 242 protected species stocks) for which assessments are available to determine the scientific basis for supporting and for evaluating the impact of LMR management actions. The standard of “adequate” is established by Fisheries and Protected Species Stock Assessment Improvement Plans (SAIP) and is described as Level III. To reach this standard, assessments must be based on recent quantitative information sufficient to determine current stock status (abundance and mortality) relative to established reference levels and to forecast stock status under different management scenarios.

Data Source	Stock assessments reports and ESA status reviews
Frequency	Quarterly
Data Storage	NMFS Stock Information System (SIS) and Excel spreadsheet maintained by NMFS’ Office of Protected Resources
Internal Controls	Results will be approved by the NMFS Chief Science Advisor and reported quarterly in a signed memo from the Ecosystem Observations Program Manager to the NMFS Chief Financial Officer and are housed and made available in a database managed by the NMFS Office of Management and Budget; quarterly reporting on performance to NOAA Deputy Under Secretary
Data Limitations	Results can only be reported when the SIS is updated with new information from the field
Actions to be Taken	Discussions are ongoing to include protected species in the NMFS Stock Information System

Number of protected species designated as threatened, endangered, or depleted with stable or increasing population levels

This measure tracks progress at achieving partial recovery of endangered, threatened, or depleted protected species under the jurisdiction of the NMFS. These species include all marine mammal stocks (except walruses, polar bears, and manatees) and those domestic nonmarine mammal species listed as threatened or endangered under the Endangered Species Act (ESA) that are under the jurisdiction of NMFS. Marine mammal species included in this measure are those listed as “depleted” under the Marine Mammal Protection Act (MMPA), which includes any listed under ESA. Since recovery of threatened, endangered, or depleted protected species is very slow and can take decades, it may not be possible to recover or delist a species in the near term. Yet, progress can be made to stabilize or increase the species. For some, it is trying to stop a steep decline (right whales, stellar sea lions); for others it is trying to increase their numbers/abundance (Ridley turtles). NOAA’s protected species management

efforts are focused on halting declines and conserving species while still allowing human activities to continue.

Data Source	MMPA stock assessment reports and ESA status reviews
Frequency	Annually
Data Storage	Excel spreadsheet maintained by NMFS' Office of Protected Resources
Internal Controls	Results are reported quarterly in a signed memo from the Protected Species Program Manager to the NMFS Chief Financial Officer and are housed and made available in a database managed by the NMFS Office of Management and Budget; quarterly reporting on performance to NOAA Deputy Under Secretary
Data Limitations	MMPA stock assessment reports are updated only once a year and ESA status reviews are updated only every one to five years depending on priority and fund availability
Actions to be Taken	Discussions are ongoing to include protected species in the NMFS Stock Information System

Number of habitat acres restored (annual/cumulative)

NOAA restores habitat areas lost or degraded as a result of development and other human activities, as well as specific pollution incidents and sources. Activities are geared toward NOAA trust resources found across the marine environment and supportive of anadromous fish species. This measure summarizes or projects the geographic area over which ecosystem function has been or will be improved as the direct result of habitat restoration efforts.

Data Source	Interim and final progress reports from each project
Frequency	Quarterly
Data Storage	The Restoration Center Database (RCDB)
Internal Controls	Results are reported quarterly in a signed memo from the Habitat Program Manager to the NMFS Chief Financial Officer and are housed and made available in a database managed by the NMFS Office of Management and Budget; quarterly reporting on performance to NOAA Deputy Under Secretary.
Data Limitations	Data is primarily provided by Grantees
Actions to be Taken	None

Annual number of coastal, marine, and Great Lakes ecological characterizations that meet management needs

Sound management of coastal and ocean ecosystems requires scientifically based information on their condition. Ecosystem characterizations includes identification of the ecosystem boundaries, spatial extent, and biological, chemical, and physical characteristics that improve understanding of the history, current state, and future condition of ecosystems, cornerstones to ecosystem-based management. Characterizations are the basis for many coastal and ocean forecasts, assessments, and management plans. NOAA conducts characterizations in response to user community demand and priorities, significance of issue, and consequences of management action/inaction. Key parameters for characterizing conditions and developing assessments of their present "health" will be identified with the key indicator being characterizations *that meet management needs*. Characterizations conducted in essential fish habitat, National Marine Sanctuaries, National Estuarine Research Reserves, the Great Lakes, the coastal zone, and coral reef ecosystems will have different management needs and associated ecological characterizations.

Data Source	Characterizations focus on ecosystem sites: National Marine Sanctuaries, National Estuarine Research Reserves, coral reef ecosystems, the coastal zone, Great Lakes, essential fish habitat, ecological species units, and unexplored areas.
Frequency	Annually
Data Storage	Metadata from all contributing sources to the measure is maintained by managers for the coastal and marine resources and ecosystem research programs and stored in an Excel database with limited access. The final performance data reported in quarterly and annual performance reports is managed in a secure NOS database for annual milestones and annual and long-term performance measures. Changes to reporting data require approval by the NOS administrator (managed by an e-mail workflow approval system).
Internal Controls	Results are reported quarterly to the Ecosystems Research program (ERP) program manager and NOAA Chief Financial Officers; quarterly reports on performance data are submitted to the NOAA Deputy Under Secretary.
Data Limitations	NOAA focuses on protected areas or areas where NOAA has a clear management mandate. NOAA works to identify key parameters for characterizing their conditions and develop assessments of their present health. NOAA is tracking characterizations from all contributors in this new measure in addition to criteria defining the indicator of what meets management needs for each ecosystem site because characterizations vary temporally and geographically.
Actions to be Taken	None

Cumulative number of coastal, marine, and Great Lakes issue-based forecasting capabilities developed and used for management

NOAA is developing discrete forecast models that allow resource managers to make decisions based on predicted environmental and socioeconomic impacts related to a particular issue. Managers will use issue-based forecasts to

predict the impacts of a single ecosystem stressor (i.e., climate change, extreme natural events, pollution, invasive species, and land and resource use) and evaluate the potential options to manage those stressors. These forecasts will be based on field and laboratory studies, existing data, and models predicting environmental conditions under different scenarios. Forecast capabilities will be specific to a geographic area and will be counted for each ecosystem as they become operational. Harmful algal bloom forecasts in the Gulf of Mexico and Gulf of Maine are two separate forecast capabilities. Similarly, multiple, distinct forecast capabilities could be counted within a single ecosystem (i.e., harmful algal blooms, pink shrimp harvest, and hypoxia

Data Source	Ecosystem Research program components that produce forecasting capabilities [(National Ocean Service's (NOS) National Centers for Coastal Ocean Science (NCCOS) and the Oceans and Human Health Initiative; three programs of NOAA's Oceanic and Atmospheric Research (OAR) Sea Grant, Atlantic Oceanographic and Meteorological Laboratory (AOML, in part), and Great Lakes Environmental Research Laboratory (GLERL)] .
Frequency	Annually
Data Storage	Metadata from all contributing sources to the measure is managed by the Ecosystem Research program manager and stored in an Excel spreadsheet with limited access. The final performance data reported in quarterly and annual performance reports is managed in a secure NOS database for annual milestones and annual and longterm performance measures. Changes to reporting data require approval by the NOS Administrator (managed by an e-mail workflow approval system).
Internal Controls	Results are reported quarterly to the Ecosystems Research Program (ERP) Program Manager and NOAA Chief Financial Officers; quarterly reports on performance data are submitted to the NOAA Deputy Under Secretary.
Data Limitations	Forecasting capabilities under development focus on 1) habitat impacts from different types of human activity, such as land use; 2) recovery of ecosystem function once habitat restoration efforts have been implemented; and 3) NOAA Fisheries models that predict resource sustainability, such as for managed fisheries and protected species.
Actions to be Taken	NOAA will prioritize its efforts in developing new forecast capabilities and facilitating their transition to operational status based on user community priorities, including those for NOAA management, adequacy of data, significance of issue, and consequences of management action/inaction.

Percentage of tools, technologies, and information services that are used by NOAA partners / customers to improve ecosystem-based management

This measure tracks NOAA’s success in providing tools, technology, and information services that enable progress toward the principles of ecosystem-based management in coastal, marine, and Great Lakes ecosystems. Tracking the accessibility and use of information by target audiences will allow NOAA to identify and expand its most effective programs and products. NOAA partners and customers include federal, state, local, and tribal authorities who make decisions that affect the state of resources in the U.S. coastal zone, and other users whose actions impact the condition of coastal ecosystems (e.g., private industry) Examples of tools include coastal population change data, land cover data, benthic habitat maps, and environmental sensitivity index maps. Tools or techniques used for modeling or forecasting are measured elsewhere and excluded here. Technologies refer to the transfer of new or underused approaches for addressing coastal management (e.g., remote sensing, biosensors, Autonomous Underwater Vehicles (AUV), genetic markers for fishery stocks) and resource development (e.g., culture systems for aquaculture, marine pharmaceuticals). Information services would include technical assistance, education materials and curricula, extension, and training.

Data Source	NOAA’s Line Offices (OAR and NOS) executing the NOAA programs through the Strategic Plan goal/program structure
Frequency	Annually
Data Storage	Each Line Office has an internal secure system for tracking the data contributions.
Internal Controls	Use values will be reported by program offices as X number of tools, technologies, and information services (TTIS) used out of X number of TTIS provided. Each Line Office will report total annual values to a central repository where a single percentage value will be determined and archived in a secure repository. Data is managed in a decentralized system by contributing line offices with validation and verification on any partner for TTIS to ensure no double counting of data.
Data Limitations	The goal for the long-term protection indicator is variable, as the yearly target can vary from hundreds to thousands of acres each year. For example, the initial designation or acquisition for a new reserve or sanctuary may add hundreds of thousands of acres in one year, while in other years acquisition may result in several hundred or thousand acres protected. Other limitations are the timeliness of reporting by grant recipients, accuracy of conversion from hectares to acres for some data, and the time delay between funding and completion.
Actions to be Taken	Since this measure does not capture all NOAA’s activities to protect habitat, NOAA plans to expand the measure in FY 2008 to capture the CZM program contributions. NOAA is looking at the feasibility of further harmonizing methodologies used among contributing program components.

Annual number of coastal, marine, and Great Lakes habitat acres acquired or designated for long-term protection

NOAA protects and restores key habitats that provide critical ecosystem functions that support the health of endangered or threatened species, essential fish habitat, and provide other societal or economic benefits. NOAA

maintains the health of coastal, marine, and Great Lakes habitats by designating and managing important areas for long-term conservation and by providing support to state and local governments to protect additional key habitats by purchasing land from willing sellers. This long-term protection measure tracks the number of acres acquired with NOAA funds by state or local government agencies from willing sellers for long-term protection of important coastal habitats, or the number of acres designated for long-term protection by NOAA or by state partners, such as through the National Marine Sanctuary Program (NMSP). The protected acres are the actual number of acres newly protected in a fiscal year. The cumulative total represents acres acquired or designated to date for NERRS, National Marine Sanctuary Program (NMSP), and Coastal and Estuarine Land Conservation Program. The goal for the long-term protection indicator is variable, as the yearly target can vary from hundreds to thousands of acres each year. For example, the initial designation or acquisition for a new reserve or sanctuary may add hundreds of thousands of acres in one year, while in other years acquisition may result in several hundred or thousand acres protected.

Data Source	The cumulative total represents data on acres from the National Estuarine Research Reserve (NERRS) Program; National Marine Sanctuaries Program; and the Coastal and Estuarine Land Conservation Program.
Frequency	Annually by each program manager
Data Storage	Metadata from all contributing sources to the measure is managed by the Coastal and Marine Resources Program Manager and stored in an Excel spreadsheet with limited access. The final performance data reported annually in performance reports is managed in a secure NOS database for annual milestones and annual and long-term performance measures. Changes to reporting data require approval by the NOS administrator (managed by an e-mail workflow approval system).
Internal Controls	Results are reported annually to the contributing NOAA program (Coastal and Marine Resources Program (CMRP) and NOAA Chief Financial Officers for approval; monthly reports on performance data are submitted to the NOAA Deputy Under Secretary.
Data Limitations	The goal for the long-term protection indicator is variable, as the yearly target can vary from hundreds to thousands of acres each year. For example, the initial designation or acquisition for a new reserve or sanctuary may add hundreds of thousands of acres in one year, while in other years acquisition may result in several hundred or thousand acres protected. Other limitations are the timeliness of reporting by grant recipients, accuracy of conversion from hectares to acres for some data, and the time delay between funding and completion.
Actions to be Taken	Since this measure does not capture all NOAA's activities to protect habitat, NOAA plans to expand the measure in FY 2008 to capture the CZM program contributions. NOAA is looking at the feasibility of further harmonizing methodologies used among contributing program components.

STRATEGIC OBJECTIVE 3.2

Advance understanding of climate variability and change

U.S. temperature forecasts (cumulative skill score computed over the regions where predictions are made)

This measure compares actual observed temperatures with forecasted temperatures from areas around the country. For those areas of the United States where a temperature forecast (warmer than normal, cooler than normal, near-normal) is made, this score measures how much better the forecast is than the random chance of being correct. The Skill Score is based on a scale of -50 to +100. If forecasters match a random prediction, the skill score is zero. Anything above zero shows positive skill in forecasting. Given the difficulty of making seasonal temperature and precipitation forecasts for specific locations, NOAA considers a skill score of 20 to be quite good and means the forecast was correct in almost 50 percent of the locations forecasted. NOAA computes this measure using a 48-month running mean; the high scores from the end of the strong El Nino season of 1999 – 2000 (7 years ago) have all dropped out; the current values for this measure are no longer artificially high due to El Nino / La Nina, and are more indicative of a “real” or “normal” climate skill. During periods of El Nino, weather patterns create more stable temperatures across the western U.S.

Data Source	Forecast data, observations from U.S. Weather Forecast Offices, and from a cooperative network maintained by volunteers across the nation
Frequency	Annually
Data Storage	NWS' National Centers for Environmental Prediction
Internal Controls	NOAA performs quality control on the observed data (for example, error checking, elimination of duplicates, and interstation comparison) both at the CPC and U.S. Weather Forecast Office level. In 2005, NOAA implemented an objective verification procedure to minimize the impact of human errors in the computation of skill score;
Data Limitations	Because of natural (and unpredictable) variability of climate regimes, the skill score can fluctuate considerably from one season to another. For example, for the periods influenced by a strong ENSO forcing, GPRA measure tends to be high. Lower scores occur during the periods when ENSO is in its neutral phase. For example, the FY 2006 actual was an anomaly as effects from the El Nino and La Nina dropped out of the 48 month averages.
Actions to be Taken	None

Uncertainty in the magnitude of the North American carbon uptake

Carbon dioxide is the most important of the greenhouse gases that are undergoing changes in abundance in the atmosphere due to human activity. On average, about one-half of all the carbon dioxide emitted by human activity is taken up by the oceans and the terrestrial biosphere (trees, plants, and soils), also known as carbon sinks. The variation in the uptake from year to year is very large and poorly understood. NOAA needs to assess and quantify the source of this variability if it is to provide scientific guidance to policymakers who are concerned with managing emissions and sequestration of carbon dioxide. This measure tracks the uncertainty of atmospheric estimates of the North American carbon uptake, estimated on an annual basis, to track progress toward a goal of +/- 0.3 total carbon dioxide emissions (GtC) per year by FY 2009.

Data Source	NOAA's Global Carbon Cycle Research Program
Frequency	Annually
Data Storage	NOAA's Earth System Research Laboratory
Internal Controls	Quality assurance and calibration against known standards performed by NOAA
Data Limitations	Number of tall tower/aircraft sites and our ability to incorporate these data into advanced carbon models
Actions to be Taken	None

Uncertainty in model simulations of the influence of aerosols on climate

The role of aerosols, clouds, and climate is deemed to be the largest single uncertainty in the prediction of how human activities influence climate change (Intergovernmental Panel on Climate Change [IPCC] 2001). Aerosols force changes in the climate system by (1) directly absorbing and scattering of radiation from the sun, and (2) by changing the way clouds reflect back solar radiation. While greenhouse gases warm the atmosphere, aerosols and clouds can both counteract greenhouse gases by reflecting incoming solar radiation and cooling the atmosphere, or, under different conditions, some aerosols can absorb solar radiation and some clouds can trap heat, thus heating the atmosphere. Reductions in the uncertainties surrounding aerosols relate directly to the confidence with which model simulations can support policy decisions on the climate issue. The desired outcome is an improved science-vetted set of options for changing the impact of North American aerosols on climate, which can be considered by governments, the private sector, e.g., transportation and energy production, and the public.

Data Source	NOAA's Atmospheric Composition and Climate Program
Frequency	Annually
Data Storage	NOAA's Earth System Research Laboratory
Internal Controls	Quality assurance and comparisons against 2001 international assessments by leading experts in the aerosol-climate community
Data Limitations	Number of monitoring sites for vertical distribution of aerosols, process studies that include intensive field campaigns and laboratory based data, and our ability to include these in global models
Actions to be Taken	None

Determine the national explained variance (%) for temperature and precipitation for the contiguous United States using USCRN stations

This measure captures 98 percent of the long-term changes in the national annual average surface air temperature and 95 percent of the long-term changes in the national annual average precipitation throughout the contiguous United States using the U.S. Climate Reference Network (USCRN). The USCRN, a benchmark climate-observing network, provides the Nation with long-term (50 to 100 years) high quality climate observations and records with minimal time-dependent biases affecting the interpretation of decadal to centennial climate variability and change.

Data Source	NOAA's National Climatic Data Center
Frequency	Quarterly
Data Storage	NOAA's National Climatic Data Center
Internal Controls	Monte Carlo simulations based on operation stations;
Data Limitations	Number of stations commissioned in the Climate Reference Network
Actions to be Taken	None

Error in global measurement of sea surface temperature

This measure documents progress in accurately measuring the global sea surface temperature. The unit of measure is potential satellite bias error (in degrees Celsius) of global sea surface temperature. Bias error is due to a systematic difference between multiple types of observing instrumentation (e.g., satellites and in situ buoys, ships, etc.). The current satellite bias error is 0.53°C (2006). The sea surface, covering over 70 percent of the Earth surface, has a tremendous influence on global climate. It is where the atmosphere responds to the ocean, via the transfer of heat either to or from the atmosphere. Since sea-surface temperature is measured by buoys, ships, and satellites, this performance measure is well-suited as an indicator of the effectiveness of NOAA's Integrated Ocean Observing System and the more accurate estimates of sea surface temperature and ocean heat content will improve ability to respond to changes in the climate system.

Data Source	NOAA's Climate Program Office
Frequency	Quarterly
Data Storage	NOAA's Climate Program Office
Internal Controls	Quarterly reporting mechanism on uncertainty in sea surface temperature measurements
Data Limitations	Number of deployed observing platforms in the global ocean
Actions to be Taken	None

Ability of society to plan and respond to climate variability and change using NOAA climate products and information

This measure documents the success in working with stakeholders to develop and enhance a suite of climate data, monitoring, and prediction products that are valuable to customers and stakeholders by measuring the number of peer-reviewed decision support resources - regionally-focused climate impacts and adaptation studies - authored by funded investigators. NOAA provides state of the art science and discovery information products to a range of decisionmakers, from water resource managers and regional forecast offices, to national and international assessments. These information summaries highlight important deliverables such as reducing uncertainty in climate forcing models, and in seasonal, interannual, and decadal climate forecasts:

Data Source	NOAA's Climate Program Office
Frequency	Annually
Data Storage	NOAA's Climate Program Office
Internal Controls	Annual examination of grants awarded and research activities undertaken that result in various outputs (e.g. peer review publications, workshops) showing evidence of research-based interactions with decision makers
Data Limitations	Challenge of Systematically collecting researchbased outputs showing evidence of interactions with stakeholders to communicate risks of climate variability and change and to develop means of coping with impacts.
Actions to be Taken	None

STRATEGIC OBJECTIVE 3.3

Provide accurate and timely weather and water information

Cumulative percentage of U.S. shoreline and inland areas that have improved ability to reduce coastal hazard impacts

This measure tracks improvements in NOAA's ability to assist coastal areas by estimating the risks of natural hazards. NOS is developing a coastal risk atlas that will enable coastal communities to evaluate their risks and vulnerabilities to natural hazards and improve their hazard mitigation planning capabilities.

Data Source	National Ocean Service (NOS) Coastal Services Center, National Satellite, Data and Information Service (NESDIS) National Coastal Data Development Center and other Federal and state Agencies
Frequency	Annually
Data Storage	NOS and NESDIS will collect information, conduct assessments, and store data.
Internal Controls	This measure tracks the cumulative percent of shoreline and inland areas with improved ability to reduce the impact of coastal hazards. In the past, the types of projects included in the reported results differed from one year to the next; therefore, the potential for counting a portion of the shoreline more than once existed. For example, one year a project may improve an area's ability to reduce the impacts of hurricanes, and then another year a separate project may improve the same area's ability to reduce the impacts of another coastal hazard such as inland flooding. To avoid confusion, this measure currently only tracks the development and implementation of the Coastal Risk Atlas. All data used in the Coastal Risk Atlas are quality controlled and the risk assessment methodologies have been peer reviewed with quarterly reporting on performance to NOAA Deputy Under Secretary.
Data Limitations	This measure tracks the development and implementation of the Coastal Risk Atlas as an indicator of improved ability to identify the extent and severity of coastal hazards. Reaching these targets will depend on the activities of other Federal and state agencies with management responsibilities in this area.
Actions to be Taken	Need to modify the measure to more accurately reflect the measurement of a range of contributions: suggested change to: annual percentage of tools and technologies used to address coastal community risk, vulnerability, and resilience to coastal hazards.

- *Severe weather warnings for tornadoes (storm based) – Lead time (minutes)*
- *Severe weather warnings for tornadoes (storm based) – Accuracy (%)*
- *Severe weather warnings for tornadoes (storm based) – False alarm rate (%)*

The lead time for a tornado warning is the difference between the time the warning was issued and the time the tornado affected the area for which the warning was issued. The lead times for all tornado occurrences within the continental United States are averaged to get this statistic for a given fiscal year. This average includes all warned events with zero lead times and all unwarned events. Accuracy is the percentage of time a tornado actually occurred in an area that was covered by a warning. The difference between the accuracy percentage and 100 percent represents the percentage of events without a warning. The false alarm rate (FAR) is the percentage of times a tornado warning was issued but no tornado occurrence was verified. Beginning in FY 2008, the NWS transitioned from county-based tornado warnings to storm based warnings. Storm-based warnings reduce the geographic area warned during a tornado event, which results in less economic loss. Target decreases from FY 2007 are as a result of greater difficulty in forecasting over a smaller area, which gives a forecaster less margin for error.

Data Source	National Weather Service (NWS) field offices
Frequency	Monthly
Data Storage	NWS headquarters and the Office of Climate, Water, and Weather Services (OCWWS)
Internal Controls	Verification is the process of comparing the predicted weather to reported event. Warnings are collected from every NWS office, quality controlled, and matched to confirmed tornado reports. Reports are validated by WFOs using concise and stringent guidelines outlined in NWS Instruction 10-1605. From these data, verification statistics are computed. OCWWS monitors monthly performance throughout the NWS, and the regional headquarters monitor performance within their respective regions. All data is reported on to NWS and NOAA leadership on a monthly basis.
Data Limitations	Only confirmed tornado reports are used to verify tornado warnings. Radar reports are not used. If a tornado occurs but is not reported, it doesn't go into the database for verification. Therefore, it is possible for tornadoes to be under-reported, especially in sparsely populated areas. While long-term performance has shown a steady increase in forecast accuracy, inter-annual scores tend to fluctuate due to varying weather patterns from year to year. Some weather patterns are more difficult to forecast than others. Forecasters perform better during large outbreaks due a high level of situational awareness, well defined tornadic radar images, and increased confidence based on tornado reports which verify warnings during these large scale events. These three factors lead to longer lead times, higher accuracy, and lower false alarm rates. The peak level of tornadic activity occurs April through June each year. A secondary peak activity time period is October and November in the southeastern United States.
Actions to be Taken	Review all warnings and storm data after each event to learn from past experiences. Use the information learned to improve forecast skill and product quality in the future.

- *Severe weather warnings for flash floods – Lead time (minutes)*
- *Severe weather warnings for flash floods – Accuracy (%)*

The lead time for a flash flood warning is the difference between the time the warning was issued and the time the flash flood affected the area for which the warning was issued. The lead times for all flash flood occurrences within the continental United States are averaged to get this statistic for a given fiscal year. This average includes all warned events with zero lead times and all unwarned events. Accuracy is measured by the percentage of times a flash flood

actually occurred in an area that was covered by a warning. The difference between the accuracy percentage figure and 100 percent represents the percentage of events without a warning.

Data Source	National Weather Service (NWS) field offices
Frequency	Monthly
Data Storage	NWS headquarters and the Office of Climate, Water, and Weather Services (OCWWS)
Internal Controls	Verification is the process of comparing the predicted weather to reported event. Warnings are collected from each NWS office, quality controlled, and matched to confirmed flash flood reports. Reports are validated by WFOs using concise and Stringent guidelines outlined in NWS Instruction 10-1605. OCWWS monitors monthly performance throughout the NWS, and the regional headquarters monitor performance within their respective regions. All data is reported on to NWS and NOAA leadership on a monthly basis.
Data Limitations	While long-term performance has shown a steady increase in forecast accuracy, inter-annual scores tend to fluctuate due to varying weather patterns from year to year. Some weather patterns are more difficult to forecast than others. Typically, 1st and 2 nd Quarters have higher lead times, while the 3rd and 4th Quarters, during the convective season, bring the annual average down. Spring/summer mesoscale events (e.g., thunderstorms) are more difficult to predict than larger synoptic scale systems; hence lower scores are expected in the 3rd and 4th quarters.
Actions to be Taken	Review all warnings and storm data after each event to learn from past experiences. Use the information learned to improve forecast skill and product quality in the future.

- ***Hurricane forecast track error (48 hours) (nautical miles)***

This measure **tracks** the difference between the projected location of the center of these storms and the actual location in nautical miles for the Atlantic basin. The goal is computed by averaging the differences (errors) for all the 48-hour forecasts occurring during the calendar year.

Data Source	NWS/Tropical Prediction Center (TPC)
Frequency	Annual
Data Storage	NWS/Tropical Prediction Center (TPC)
Internal Controls	Hurricane storm verification is performed for hurricanes, tropical storms, and tropical depressions regardless of whether these systems are over land or water. The TPC issues track and intensity forecast throughout the life of a hurricane. The actual track and intensity are verified through surface and aircraft measurements. NOAA calculates the average accuracy of the TPC track and intensity forecasts for the A Atlantic basin at the end of each hurricane season. Reported errors are for hurricane and tropical storm stages only because of a more limited historical verification record for tropical depressions. All data is reported to NWS and NOAA leadership on an annual basis.
Data Limitations	Verification of actual track and intensity versus forecast is very accurate. However, actual annual scores vary up to 20% in some years due to the type and location of the hurricane events. Some types of systems can be more accurately forecasted than others. For example, hurricanes that begin in the northern sections of the hurricane formation zone tend to be much harder to accurately forecast. Out-year measures depend on a stable funding profile and take into account new satellites, improved forecast models, new and continued research activities of the U.S. Weather Research Program (USWRP), and investments in critical observing systems.
Actions to be Taken	NOAA will report on the tracking of forecasts at 24, 48 and 72-hour intervals. .

Accuracy (%) (threat score) of day 1 precipitation forecasts

This measure tracks the ability of the weather forecasters of NOAA’s Hydrometeorological Prediction Center (HPC) to predict accurately the occurrence of one inch or more of precipitation (rain or the water equivalent of melted snow or ice pellets) 24 hours in advance across the contiguous United States. Through this measure, HPC focuses on relatively heavy amounts of precipitation, usually a half inch or more in a 24-hour period (short-term flood and flash flood warnings), because of the major safety and economic impacts such heavy precipitation can have in producing flooding, alleviating drought, and affecting river navigation. HPC tracks the accuracy of these forecasts using a “threat score” which ranges from zero percent, indicating no skill, to 100 percent for a perfect forecast.

Data Source	The Hydrometeorological Prediction Center and state agencies
Frequency	Monthly
Data Storage	World Weather Building
Internal Controls	The Hydrometeorological Prediction Center has produced Quantitative Precipitation Forecasts since the early 1960s and has kept verification statistics related to the Quantitative Precipitation Forecast program since that time. HPC forecasters work under the supervisory control of the Senior Branch Forecaster (SBF), who is responsible for the quality and content of all products issued during the shift. The SBF having the additional duty of 24 hour precipitation forecast verification verifies the precipitation forecasts. All data are examined for accuracy and quality control procedures are applied, as described in the Description of Measure section. Verification is the process of comparing the predicted precipitation amounts to the observed amounts over the conterminous U.S. All data is reported on to NWS and NOAA leadership on a monthly basis.
Data Limitations	The 40-year record of performance indicates there can be considerable variation in the performance measure from year to year. This variation is heavily dependent on the variation of weather regimes over the course of a year and from year to year. Scores are usually lower, for example, in years with considerable summertime precipitation not associated with tropical cyclones.
Actions to be Taken	NOAA will implement planned weather observation and numerical modeling improvements along with ongoing research projects. The Hydrometeorological Test Bed will be expanded to accelerate the transition of research advancements into the operational prediction of precipitation.

- *Winter storm warnings – Lead time (hours)*
- *Winter storm warnings – Accuracy (%)*

A winter storm warning provides NOAA customers and partners advanced notice of a hazardous winter weather event that endangers life or property, or provides an impediment to commerce. Winter storm warnings are issued for winter weather phenomena like blizzards, ice storms, heavy sleet, and heavy snow. These measures reflect advance warning lead time and the accuracy of winter storm events. Improving the accuracy and advance warnings of winter storms enables the public to take the necessary steps to prepare for disruptive winter weather conditions.

Data Source	National Weather Service (NWS) field offices
Frequency	Quarterly
Data Storage	The regional headquarters, NWS headquarters and the Office of Climate, Water, and Weather Services (OCWWS)
Internal Controls	Verification is the process of comparing predicted weather to a reported event. Warnings are collected from each NWS office; quality controlled, and matched to confirmed winter storm reports. Reports are validated by WFOs using concise and stringent guidelines outlined in NWS Instruction 10-1605. OCWWS monitors monthly performance throughout the NWS, and the regional headquarters monitor performance within their respective regions. All data is reported on to NWS and NOAA leadership on a quarterly basis
Data Limitations	While long-term performance has shown a steady increase in forecast accuracy, inter-annual scores tend to fluctuate due to varying weather patterns from year to year. Some weather patterns are more difficult to forecast than others.
Actions to be Taken	Review all warnings and storm data after each event to learn from past experiences. Use the information learned to improve forecast skill and product quality in the future.

STRATEGIC OBJECTIVE 3.4

Support safe, efficient, and environmentally sound commercial navigation

Hydrographic survey backlog within navigationally significant areas (sq. nautl miles surveyed/ year)

NOAA conducts hydrographic surveys to determine the depths and configurations of the bottoms of U.S. water bodies. This activity includes the detection, location, and identification of wrecks and obstructions with side scan and multi-beam sonar technology and GPS. NOAA uses the data to produce traditional paper, raster, and electronic navigational charts for safe and efficient navigation. Users include the commercial shipping industry, recreational boaters, the commercial fishing industry, port authorities, coastal zone managers, and emergency response planners. NOAA has identified approximately 510,000 square nautical miles of the U.S. Exclusive Economic Zone as navigationally significant and in need of resurvey. NOAA focuses primarily on surveying and reporting in the highest priority areas, many of which carry heavy commercial traffic, are less than 30 meters deep, and change constantly. However, this critical area constitutes only a small portion (8%) of the entire navigationally significant area used by large commercial vessels and recreational boaters.

Data Source	Progress reports on data collected from hydrographic survey platforms
Frequency	Monthly
Data Storage	National Ocean Service maintains hydrographic survey performance data at NOAA's Hydrographic Surveys Division.
Internal Controls	National Ocean Service applies its established verification and validation methods. The measure has a +/- 50 square nautical mile variance. Targets are set annually based on resources available; monthly reports on performance to NOAA Deputy Under Secretary.
Data Limitations	NOAA-owned ships and contractor survey assets can be affected by changes in vessel availability or condition. Weather can also affect scheduled surveys.
Actions to be Taken	National Ocean Service maintains hydrographic survey performance data at NOAA's Hydrographic Surveys Division.

Percentage of U.S. counties rated as fully enabled or substantially enabled with accurate positioning capacity

This measure tracks the progress of NOAA's Geodesy Program in facilitating private sector and state and local government capacity to utilize accurate positioning information. NOAA tracks county level use of its OPUS to determine how well state and local governments are enabled with accurate positioning capacity. NOAA measures this capacity as deficient, substantially enabled, and fully enabled. Deficient capacity indicates that the county has not demonstrated it has the NOAA-enabled infrastructure, tools, and local capacity needed for accurate positioning. Substantially enabled capacity indicates the county has demonstrated it has the NOAA-enabled infrastructure, tools, and local capacity needed for accurate positioning. Fully enabled capacity indicates the county has validated NOAA-enabled infrastructure, tools, and local capacity needed for accurate positioning.

Data Source	NOAA's Online Position User Service (OPUS)
Frequency	Quarterly
Data Storage	Automated database at National Ocean Service
Internal Controls	NOAA will validate a county's capacity for local positioning through direct coordination with localities, such as OPUS project acceptance by NOAA. By assessing the user needs of county surveyors, counties, and their associations through successive limited distributions of a county scorecard, NOAA will validate that the geodesy program is meeting local positioning needs; quarterly reporting on performance to NOAA Deputy Under Secretary.
Data Limitations	OPUS customer data is limited and will be expanded through Paperwork Reduction Act-approved surveys of customers.
Actions to be Taken	None

- ***Marine wind – percentage of accurate forecasts (%)***
- ***Wave heights – percentage of accurate forecasts (%)***

These measures track the accuracy of wind and wave forecasts, which are important for marine commerce.

Data Source	NWS field offices
Frequency	Monthly
Data Storage	The NWS and the National Centers for Environmental Prediction's Ocean Modeling Branch Automated database at National Ocean Service
Internal Controls	Verification is the process of comparing the predicted weather with the actual event. Forecasts and observations are collected from each marine zone for which the NWS issues a forecast. The OCWWS stores and quality controls all data, compares forecasts to observations, and computes verification statistics. WFO managers regularly monitor forecast performance. The regional headquarters and the OCWWS monitor performance monthly for their respective management areas. All data is reported to NWS and NOAA leadership on a monthly basis.
Data Limitations	Due to the large volume of data gathered and computed, documentation for the accuracy of forecast for wind and waves cannot be finalized until well into the following fiscal year. Out-year measures depend on a stable funding profile and take into account improved use of the WSR-88D, new satellites, improved forecast models, new and continued research activities of the USWRP, and investments in critical observing systems, and implementation of AWIPS. Inter-annual scores tend to fluctuate due to varying weather patterns. Some patterns are more difficult to forecast than others. Marine wind speed and wave height forecasts scores naturally vary (accuracy +/- 4% per year) due to fluctuations in the number of extreme events measured over NWS marine areas per year.
Actions to be Taken	NOAA will deploy enhanced versions of AWIPS, upgrade new forecast models, implement new wave forecast models, and improve communication and dissemination techniques to marine users.

- ***Aviation forecast accuracy of ceiling/visibility (3 mi/1,000 feet or less) (%)***
- ***Aviation forecast FAR for ceiling/visibility (3 mi/1,000 feet or less) (%)***

This measure is based on a 1,000-foot ceiling and three miles of visibility for both accuracy and FAR, and is related to Instrument Flight Rule (IFR) conditions. Visibility and cloud ceiling forecasts are critical for the safety of aircraft operations. Accurately forecasting the transition between Visual Flight Rule and IFR conditions significantly improve general and commercial aviation flight planning capabilities, improving both flight safety and efficiencies.

Data Source	NWS field offices
Frequency	Monthly
Data Storage	NWS headquarters and OCWWS
Internal Controls	Forecasts and observations are collected from each airport for which the NWS issues a forecast. The OCWWS stores and quality controls all data, compares forecasts to observations, and computes verification statistics. Forecasters within each WFO are able to stratify verification statistics to his/her personal scores on specific days to learn from recent experience. WFO managers regularly monitor forecast performance. The regional headquarters and the OCWWS monitor performance monthly for their respective management areas. All data is reported on to NWS and NOAA leadership on a monthly basis.
Data Limitations	Due to the large volume of data gathered and computed, documentation for this measure cannot be finalized until well into the following fiscal year. Out-year measures depend on a stable funding profile and take into account improved use of the WSR-88D, new satellites, improved forecast models, new and continued research activities of the USWRP, and investments in critical observing systems, and AWIPS. Inter-annual scores tend to fluctuate due to varying weather patterns. Some patterns are more difficult to forecast than others. Year to year variability is plus or minus 3 percent for both Accuracy and FAR. Typically, 3 rd and 4 th quarter scores during the convective season have lower accuracy scores and increased FARs than the 1 st and 2 nd Quarter cool season months.
Actions to be Taken	Forecasters within each WFO will continue to monitor their recent past forecast performance to learn from experience. The regional headquarters and the OCWWS will continue to monitor performance monthly for their respective management areas.

MANAGEMENT INTEGRATION GOAL

Achieve organizational and management excellence

PERFORMANCE OUTCOME: Ensure effective resource stewardship in support of the Department’s programs (DM)

Provide accurate and timely financial information and conform to federal standards, laws, and regulations governing accounting and financial management

This measure tracks whether the Department provides accurate and timely financial information and that no significant deficiencies (i.e., deficiencies in the design or operation of internal controls) remain unaddressed. To determine if financial information is being provided in a timely and accurate manner, the Department will assess whether those individuals who can best use the information are receiving it within timeframes that render it relevant and useful in their day-to-day decisions.

Data Source	Consolidated financial statements and OIG reports
Frequency	Annual
Data Storage	Bureau or departmental financial systems
Internal Controls	OIG audits
Data Limitations	None
Actions to be Taken	Continue to comply with FFMIA

Effectively use commercial services management

This measure tracks the Department’s success in competing commercial activities in accordance with the Federal Activities Inventory Reform (FAIR) Act, requiring all federal agencies to provide OMB with a timely inventory of the activities performed by government employees that could be carried out by commercial sources. The Department developed an annual reporting process that meets this requirement.

Data Source	FAIR Act inventory and competitive sourcing management plan
Frequency	Annual
Data Storage	DM chronology files
Internal Controls	Executive Secretariat
Data Limitations	None
Actions to be Taken	Request updates quarterly

Obligate funds through performance-based contracting (% of eligible service contracting \$)

This measure tracks the extent to which the Department obligates funds through performance-based contracting, a method of procurement in which the government defines the results it is seeking rather than the process by which those results are to be attained. Via performance-based contracting, the government also defines the standards against which contractor performance will be measured and identifies the incentives that may be used.

Data Source	Commerce procurement data system
Frequency	Annual
Data Storage	Commerce procurement data system
Internal Controls	Supervisory audit
Data Limitations	None
Actions to be Taken	None

PERFORMANCE OUTCOME: Ensure retention of highly qualified staff in mission-critical positions (DM)

Acquire and maintain diverse and highly qualified staff in mission-critical occupations

This measure represents a combination of indicators focusing on strategic recruitment, training and development, and the Department’s efforts to achieve and maintain a diverse workforce. These indicators permit a comprehensive assessment of the Department’s efforts to strategically manage its human capital. Such an assessment is critical to ensure that each hire brings the necessary skill sets to carry out the Department’s mission.

Data Source	Inventory transmittal letters; Department plan for strategic employee training and development; National Finance Center automated reports
Frequency	Annual
Data Storage	Office chronology files, OHRM, bureaus
Internal Controls	Executive Secretariat
Data Limitations	None
Actions to be Taken	Measure trends over time, such as number of days to fill jobs

PERFORMANCE OUTCOME: Acquire and manage the technology resources to support program goals (DM)

Improve the management of information technology

This measure tracks the extent to which the Department well manages its information technology. The Department’s significant annual investment in information technology (IT) requires careful management and monitoring as part of the overall program to effectively manage IT resources to meet the mission needs of the Department and to fulfill its obligation to the taxpayer. Through the use of Earned Value Management and Operational Analysis, systems in the development and/or operational phases are monitored to ensure the required functionality is delivered on the schedule and at the cost projected. Program offices regularly report on the progress and status of their efforts against the cost, schedule, and performance goals, a process that provides early warning signals for corrective actions. Where needed, program managers must develop and implement corrective actions to meet the program goals. The successful implementation of each program critical to the Department’s missions depends in some way on the adequacy and security of the IT systems that operate throughout the Department. If security of any of these systems were to be compromised, the effective accomplishment of the Department’s mission would be in jeopardy. To ensure that these systems are adequately protected (and the Nation reaps the benefits of the Department’s work), certification and accreditation requirements have been established. Certification represents the complete testing of all management, operational, and technical controls that protect a system. These controls are documented in the security plan. By approving the plan, the system owner warrants that the controls provide adequate protection for the system. Certification verifies the adequacy of these controls and also validates that the controls are implemented and functioning effectively. Accreditation is the senior program official’s acknowledgement of the risk of operating the system. It provides official approval to run the system in the operational environment. Recertification and reaccreditation follow updates of risk assessments and security plans every three years or upon major system modification.

Data Source	Bureau IT offices
Frequency	Annual
Data Storage	Bureau IT offices, bureau files, and DM CIO files
Internal Controls	Departmental and outside reviews by GAO, OMB, contractors, IT research organizations, and various universities
Data Limitations	None
Actions to be Taken	Review bureau processes to assess need for action; review security certification and accreditation packages for completeness and conformance with NIST SP 800-53

PERFORMANCE OUTCOME: Promote improvements to Commerce programs and operations by identifying and completing work that (1) promotes integrity, efficiency, and effectiveness; and (2) prevents and detects fraud, waste, and abuse (OIG)

- *Percentage of OIG recommendations accepted by Departmental and bureau management*
- *Dollar value of financial benefit identified by the OIG*

These two measures reflect the quality of OIG’s work. This first measure tracks OIG’s effectiveness in offering useful, practical recommendations for improvements, that being the extent to which they are accepted by DM. The second measure tracks the dollar return on investment. Financial benefits include: (1) questioned costs agreed to by management; (2) funds put to better use; and (3) administrative, civil, and criminal recoveries.

Data Source	OIG audit and inspection process
Frequency	As conducted
Data Storage	OIG files
Internal Controls	OIG review
Data Limitations	None
Actions to be Taken	Continue collecting the data

Percentage of criminal and civil matters that are accepted for prosecution

The OIG investigative work that helps prevent waste, fraud, and abuse results in either civil or criminal legal issues that are referred for prosecution. Thus, the percentage of investigative work that results in civil or criminal referrals for prosecution is a measure of the quality of OIG investigative work.

Data Source	Investigative Case Data System
Frequency	As conducted
Data Storage	OIG database
Internal Controls	Investigative review process
Data Limitations	None
Actions to be Taken	Continue collecting the data