

Minutes from the PCIE GPRR Round Table of December 10, 2003

A Measures Fair!

1201 Constitution Ave, NW Washington DC, Room 1153, 9:30-11:30

Exhibiting Performance Measures: Michael Binder, Chair, EPA Deputy AIG for Planning, Analysis & Results opened the Measures Fair by welcoming everyone and asking all the participating OIGs to post their performance measures around the room in exhibition style. Attendees were invited to walk around reviewing all the presentations of performance measures, and to make notes of any questions they wanted to ask of specific agency OIG representatives. Most of participating OIGs brought handouts and several will be attached or linked electronically.

Discussion: Representatives from OIGs were asked to briefly discuss their measures, the process used to develop them, any new ideas or concepts, challenges in defining measures and collecting performance information, and to take questions from the floor.

In Summary: Most of the OIGs described their greatest challenge as defining outcomes, differentiating outcomes from outputs, setting targets and getting management buy in for outcomes beyond one year over which the OIG do not directly have control. Few OIGs have outcome measures, several use customer survey results as surrogate outcomes, and several that do have outcome goals and measures, are using the logic model technique to link resources, activities outputs, intermediate outcomes and impact outcomes. There was general agreement that intermediate outcomes, those influenced by OIG outputs, might be as far OIGs could accurately measure and set targets, but that the ultimate goal should be defining impact outcomes if possible.

Key Ideas, Opinions, Goals, Measures and Challenges by Agency Presentation:

US AID: Primary goals are keeping Congress and the Administration informed. Uses Multi-year Audit Strategy and Annual Plan. A goal is to get 90% agreement with recommendations, but requires a strong followup effort. AID does not regularly use metrics or have targets, but uses indicators calling it Standards for Success.

DOD: Beginning to use the Logic Model to link audit work with PART measures and indicators leading to impact outcomes. Measures for OIG are tied to PART scores. Previous Performance Plan concentrated on operational measures rather than impacts. Hard to change thinking to results in the OIG, but staff has to buy-in to the Strategic Plan to succeed and advance.

NRC: Has an impact oriented Strategic Plan and measures impact by what percentage of work has a high impact, based on standards. Difficult to get buy-in by top management.

Treasury Federal Consulting Group (non-OIG): OMB is looking for outcomes as common measures, recognized by 3rd parties such as citizen satisfaction. Customer surveys would be a highly successful measure across agencies for audit work. Recommends using the American Customer Satisfaction Index (ACSI) as a recognized national standard.

State: Uses impact goals by targeting specific areas of the Dept.'s mission. Uses intermediate outcomes to measure the action on recommendations. Measures percent of cases closed, recommendations accepted. Considers OIG work drivers of change and resultant action. Counts significant impacts as well as quantitative results. Requires dedicated compliance followup staff.

FDIC: Includes performance report with Semiannual Report. Attempts to measure value as impact on agency goals by measuring usefulness of products. Also has goal for communication and outreach, and two goals for employees, human capital and productivity (timeliness/cost efficiency).

Keeps spread sheets to indicate how well goals are met, updated quarterly reported semiannually.

Interior: Uses 13 major measures based on a Logic Model to identify intermediate outcomes as a result of recommendations leading to outcomes, including unintended consequences. Uses scale of 1-10 in rating agency progress toward implementing actions. Had to implement followup work to know what happened, including Management Implications Review on investigations. Tries to present the story behind the measures, and measure changes in behavior as an impact result. Will start using customer surveys.

DEd: Constantly revising measures, hard to get agreement. Uses significant recommendations as a key performance measure. Uses 3 external goals; Recommendations resolved, Return on Investment, and Timeliness.

GSA: Uses customer surveys in five categories. Results are used by senior management for planning and performance feedback about product and service relevance and value. Issues a Business Plan Annually, and briefs staff on it. Uses timeliness as an outcome.

EPA: Uses a logic model, linking strategic goals and measures to multi-year tactical plans and annual staff expectation agreements. Performance efficiency is measured by linking resources use to actions and outputs. Effectiveness is measured as a composite of related output, intermediate outcome and impact outcome indicators of OIG products and value added. The concept of quality and significance is highlighted by examples of Agency actions and improvements resulting from OIG work. EPA also uses both internal and external customer surveys.

There were about 50 attendees representing about 28 OIGs. Several others, besides those listed here, had exhibits but did not have an opportunity to provide a description.

The next GPRA Round Table is scheduled for the second week of January, on PART reviews.