

CHAPTER 4. IMPLEMENTING THE GPRA

GOAL: *Implement the Government Performance and Results Act as a driving force toward establishing a results orientation within the federal government.*

The Department of the Interior continues to make progress in implementing the Government Performance and Results Act (GPRA). GPRA has become a driving force toward establishing a results orientation within the federal government. The Congress, the Administration, and taxpayers want greater accountability in the management and operation of federal programs and GPRA is a key step toward achieving this goal.

GPRA requires agencies to develop strategic plans that elaborate the mission, outcomes, and results that agency programs are dedicated to achieving. Further, the Act requires that agencies set annual performance goals that will reflect progress toward outcomes, measure performance against goals, and report annually on accomplishments. The Department fully supports the principles embodied in the GPRA.

Interior has gone through one complete cycle of strategic planning, annual planning, and preparing an annual performance report for FY 1999. During FY 2000, the Department prepared a Revised Strategic Plan covering FY 2000 to FY 2005. As we complete each stage in the GPRA cycle, we are learning and improving, continuing to build our performance measurement infrastructure, developing more results-oriented goals, and monitoring progress toward meeting our performance targets. Interior recognizes that much needs to be done before the Department will have a fully effective performance management system in place. During FY 2000 the following improvements were made:

- Developed a Departmental Overview that includes performance goals and measures linked directly to Interior's five strategic goals.
- Applied a standard, clear, concise format for GPRA plans that resulted in reader-friendly documents and facilitated their use.
- Developed self-assessment tools for verification and validation of performance data.
- Strengthened and reduced the number of goals and measures in GPRA plans, and presented the GPRA documents in clear, concise formats.
- Published a corporate-style program performance report on Interior's accomplishments in FY 1999.

Interior is also an active member of the National Academy of Public Administration's (NAPA) GPRA Consortium, working cooperatively with other agencies on common performance management issues. During FY 2000, an Interior representative served on the NAPA Consortium's advisory council and helped develop the programs for NAPA's Annual Performance Management Conference and plan for the Executive - Legislative Conference.

Interior coordinates the GPRA planning activities through the Performance Management Council, which consists of the senior planning officials from the bureaus, as well as representatives from the Department's planning, budget, finance, human resources, and information management offices. This team approach has enabled Interior to build a broad-based departmental infrastructure to implement performance management.

FY 2000 Accomplishments

FY 1999 Annual Performance Report: FY 1999 was the first year the Department operated under a GPRA annual performance plan, the results of which were presented in Interior's first Annual Performance Report (APR), which was submitted to Congress on March 30, 2000. Interior chose to combine the FY 1999 APR with the FY 2001 Annual Performance Plan (APP) so that readers would be able to see in one document results for the past year along with proposed performance for the coming year. To help explore how best to present a combined APP/APR, Interior initiated and hosted a multi-agency planning meeting. The results for FY 1999 show that 67 percent of 291 performance measures were accomplished, and that substantial progress was made toward meeting another ten percent of the goals. For goals that were not achieved, the APR explained why the goals were not met and outlined our strategies to meet future goals.

FY 2001 Annual Performance Plan: The FY 2001 annual plan was submitted to Congress in February 2000. This document featured several improvements over the FY 2000 plan. The number of goals tracked were reduced, creating more outcome-oriented goals, and, where possible, presented crosswalk tables that linked intended performance to budget accounts and subaccounts. Whereas the FY 2000 plan was prepared as a notebook, the FY 2001 plan was a suite of bureau and office plans with an expanded Departmental Overview. Each plan used the same format and presentation so that a reader could easily navigate between documents. The Departmental Overview included representative bureau goals as well as crosscutting program goals, all linked to the Department's five strategic goals to create a "highlights" view of Interior's performance.

Partners in Stewardship: To simplify the presentation of Interior's accomplishments in an interesting and informative fashion, *Partners in Stewardship*, a corporate-style performance report was published. This attractive and highly readable document linked Americans' lives and activities to Interior's programs and accomplishments. *Partners in Stewardship* highlights the Department's responsibilities to land, natural resources, Indian tribes, and island communities, as well as our dedication to providing science to a changing world.

FY 2000 - FY 2005 Revised Strategic Plan: Interior submitted its revised strategic plan covering FY 2000 - FY 2005 to Congress and the President on September 29, 2000. This is the first revision to the first strategic plan prepared in 1997. In this document, Interior's change from ten commitments to five strategic goals was presented. The Departmental Overview strategic plan presented Interior's vision for creating a number of common goals for the Department that reflect the combined efforts and accomplishments of multiple bureaus. For example, many bureaus have land health management goals for their particular land base and mission, but the goals are slightly different and use different measures which prevent rolling up each bureau's accomplishment into a common goal achieved by the Department as a whole. A similar format and branding approach was applied to create a suite of bureau and departmental strategic plans that are easy to navigate and read.

FY 2001 Ongoing and Planned Activities

FY 2000 Accountability Report: Interior continues to include selected high-level performance indicators in the Department's Accountability Report and bureau annual reports. Consideration is also being given to how GPRA reports might be combined with future Accountability Reports to link financial and performance accountability.

Data Verification and Validation: Data verification and validation assessment tools are being applied in a series of bureau pilots to further refine the Department's ability to evaluate data collection and reporting systems for performance measurement data.

Senior Executive Service (SES) Performance Standards: Interior's planning and human resource offices are collaborating on how best to include performance results as part of each SES manager's performance appraisal. The policy will address GPRA and performance appraisal cycles, and how to include organizational results and balanced measures.

Coordination with Office of Inspector General (OIG): Because the OIG has been called upon to review and assess GPRA documents and performance, the planning and OIG offices have established regular meetings to explore the OIG role in the GPRA process, provide direct access to performance information, resolve procedural issues, and establish protocols for including GPRA performance in entrance conferences for audits.

FY 2002 Annual Performance Plan/FY 2000 Annual Performance Report: Interior's FY 2000 Annual Performance Report is due to Congress and the President in March 2001. However, the FY 2002 Annual Performance Plan will not be submitted with the budget justification until April 2001. The Department plans to continue to use the same combined APP/APR to meet both deadlines. The document will include any revisions to the FY 2001 performance goals resulting from final enactment of the FY 2001 budget. Draft departmental guidance on the combined document is being developed but will not be made final until the new Administration approves this approach.

Development of Common Goals: Interior's Planning Office is working with bureau staff to select several performance goal areas that are common to two or more bureaus. These are not crosscutting goals, but rather, are goals that each bureau has that are achieved independently, but also address the same or similar resources and rely on the same strategies. With minimal revisions, similar goal language and performance measures can be established that will allow the accomplishments of multiple bureaus to be summed and presented in the Departmental Overview as an accomplishment toward one of Interior's five strategic goals.

Strategic Planning in a New Administration: It is anticipated that the new Administration will be interested in Interior's plans and may likely use the strategic planning process to help establish, communicate, and promote its agenda and policies for the Department of the Interior. This may include preparation of a new strategic plan ahead of the next scheduled revision in FY 2003, and/or careful review and adjustments to the strategic plan using the annual performance plan.