

Goal #1: EIA’s information program is relevant, reliable and consistent with changing industry structures; and EIA’s information products are high quality and timely.

This section contains EIA’s plan to achieve Goal 1, following the strategies described in the [EIA Strategic Plan 2004-2008](#). The first part describes the activities to be accomplished and the second part describes how performance will be measured.

1. Activities

Three primary strategies drive the activities associated with this goal:

- a. EIA will become a more performance-based organization over the next five years and assess product quality using performance information more effectively.
- b. EIA will use a systematic agency-wide process to review all EIA on-going and proposed work activities, retaining and (if necessary) improving the quality of those products and services most desired by its customers and phasing out others, in alignment with actual appropriations.
- c. EIA will involve customers and stakeholders more systematically in its corporate planning and product review activities.

a. Become more performance-based

While EIA has collected performance information since its inception in 1977, this strategy envisions that use of this information in management decisions impacting product quality will be more systematic and consistent throughout the organization. At a minimum, all EIA Offices will systematically gather and share the performance information needed to compile the EIA-level performance results described in [Section 2, Performance Measures](#). The systematic use of this performance information at the EIA level is described in [Section b. Conduct Systematic Agency-Wide Program and Product Reviews](#). In addition, Offices will systematically gather and use other performance information necessary to achieve their individual program and product quality goals.

Implementation Schedule: Become more performance-based (Champion: Nancy Kirkendall)

Activity	Due Date
EIA Performance Measures Committee (PMC) expands performance measures database to meet requirements of the Strategic Plan.	1/30/04
EIA PMC gathers data, compiles and publishes EIA-level performance measures identified in the Strategic Plan.	Start 2/2/04
EIA SPG annually evaluates EIA performance measures, results and process; and provides guidance to the EIA PMC	Start 10/4/04

b. Conduct systematic EIA-wide program and product reviews

As illustrated in Figure 1, EIA will conduct formal corporate-level reviews of agency programs and products twice a year (in the spring and at calendar year-end) to determine which should be continued as is, which should be changed (e.g., improved) and which should be phased out, taking into account performance results, resource consumption and available EIA resources. The review in the spring will be timed to impact EIA’s budget request for the fiscal year 18 months out. If EIA’s funding level for a fiscal year is significantly lower than requested or needed, a review also will be held when funding is known (usually in the fall) to determine needed program and resource realignments. The participants in the review will be EIA’s senior staff and subject matter experts, led by the Administrator and Deputy Administrator. The process will be supported by a staff function to compile, evaluate and present the information necessary for decision making.

If major new programs, projects or products are requested by customers or proposed within EIA, a similar EIA-wide review would be conducted to determine if and how the new work would be undertaken. The decisions will be made according to established evaluation criteria using performance results and resource consumption information.

Implementation Schedule: Conduct systematic EIA-wide program and product reviews (Champion: Howard Gruenspecht)

Activity	Due Date
Conduct first Program and Product Review (PPR) (End of 2003)	December, 2003
Conduct Spring 2004 PPR	March, 2004
Conduct subsequent PPR’s	Spring, End of Year
Conduct special EIA-wide PPR’s	Ad hoc
Periodically evaluate review process, modify to improve effectiveness	2 weeks after each session

c. Get more input from customers and stakeholders

EIA will expand its efforts to gather and use information from its customers and stakeholders during the creation of its plans, evaluation of existing or proposed products and services, and in determining the content of its products. For example, customer and stakeholder input would be sought in the review process outlined above, especially if phase-out of a program or product were being considered.

Implementation Schedule: Get more input from customers and stakeholders (Champion: John Weiner)

Activity	Due Date
EIA SPG distributes draft EIA Strategic Plan 2004-2008 to selected customers and stakeholders; obtains comments, follows up.	Start 10/9/03
Offices submit Annual Customer/Stakeholder Feedback plans to Administrator.	By 12/15 each year
EIA SPG and Offices obtain advance customer/stakeholder input for PPR’s, if needed.	In advance of PPR sessions.

2. Performance Measures

Currently, EIA gathers various types of performance information, as shown in [Figure 2](#).

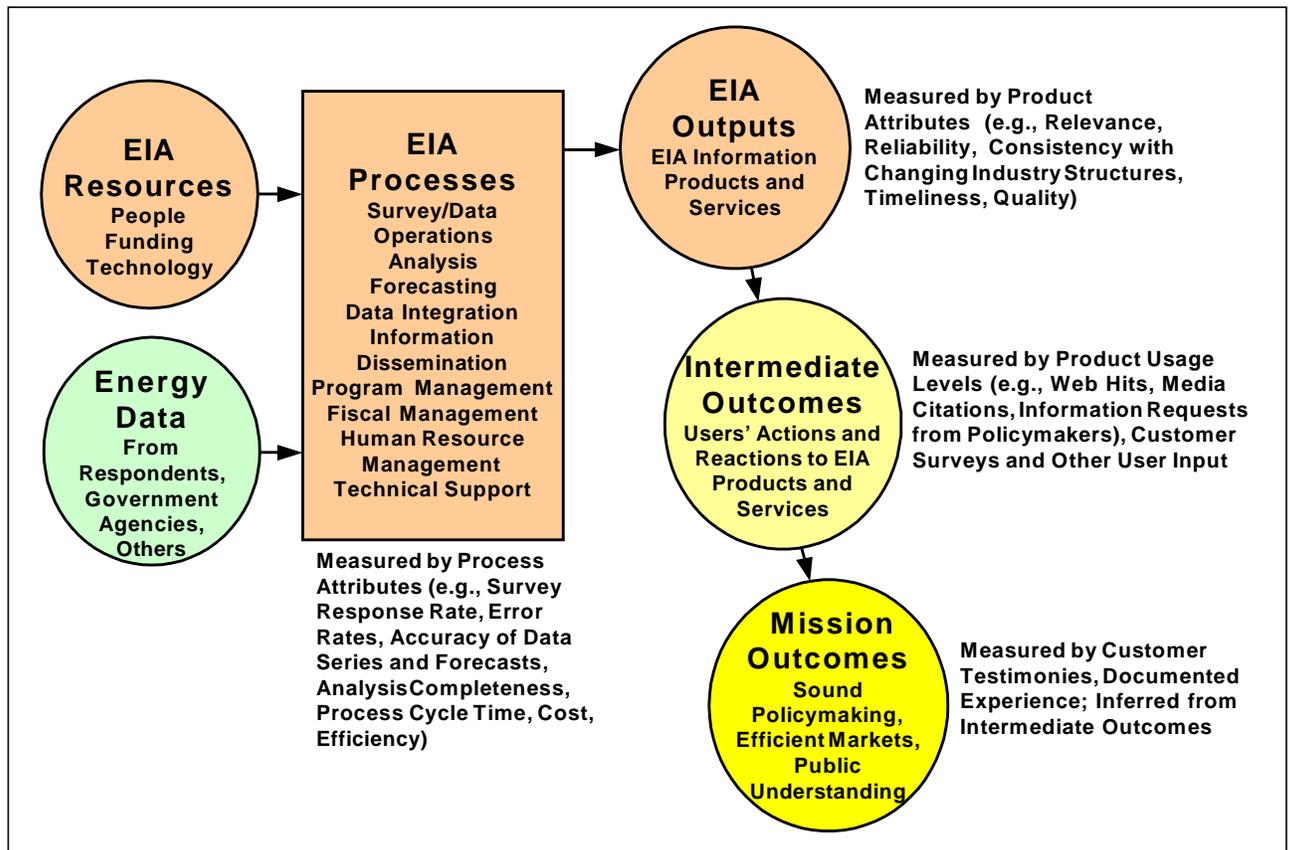


Figure 2. Measuring EIA Performance (Processes, Outputs, Outcomes)

- **Process performance information** - collected within individual work units in order to maintain process quality. When combined with resource consumption information, productivity and efficiency measures can be derived.
- **Output performance information** - measures product attributes such as timeliness, accuracy, relevance, quality and reliability.
- **Intermediate outcome performance information** - measures external response to EIA output products, evidenced in product usage levels, focused customer discussions and surveys gauging users' perceptions of EIA product attributes such as quality and relevance.
- **Mission outcome performance information** - measures success in achieving EIA's ultimate mission outcomes, which are sound energy policymaking, efficient energy markets and public understanding of energy issues. These outcomes are learned through customer testimonies and documented experience; and they can

be inferred from intermediate outcome performance results such as usage levels and user feedback.

The EIA-wide performance measures and targets associated with Goal 1 are shown in [Table 1](#). They include output and intermediate outcome measures, from which mission outcome measures may be inferred. EIA Offices will develop performance measures in alignment with the EIA plan. Action plans to establish baseline values for these measures and to collect and disseminate ongoing performance data are described in this section. The Champion for all performance measures activities in Nancy Kirkendall.

Table 1. Goal 1 Performance Measures and Targets

Goal 1 Element	Performance Measures	Baseline Value	2005 Target		
Relevancy and Reliability of EIA Information Program	Total Website visits (user sessions) per year	8M Visits (2002)	16M Visits		
	Number of information products ¹ requested by high-level energy policymakers per year (3-year average)	82 (average for 2000-2002)	Maintain 2001-2003 average		
	Major media citations ² per year (3-year average)	152 (average for 2000-2002)	Maintain 2001-2003 average		
	Percent of Independent Expert Reviewers rating EIA's analysis and forecasting program as relevant and reliable	These are new measures. Baseline values will be determined in 2004 and targets then set for 2005 and beyond			
Consistency of EIA Information Program with Changing Industry Structures	Percent of key EIA survey frames with sufficient industry coverage to produce accurate supply, demand and price statistics				
	Percent of Independent Expert Reviewers rating EIA's analysis and forecasting program consistent with changing industry structures				
Quality of EIA Information Products	Percent of EIA surveys meeting all output performance targets				
	Percent of key variables in the short-term energy forecast meeting their forecast error targets (yearly average)				
	Percent of Independent Expert Reviewers rating the quality of EIA's analysis and forecasting products high				
	Percent of customers satisfied or very satisfied with quality of EIA information			98% (2002)	90% or better
Timeliness of EIA Information Products	Percent of selected EIA recurring products meeting their release date targets (all product types)			These are new measures. Baseline values will be determined in 2004 and targets then set for 2005 and beyond	
Customer and Stakeholder Involvement in EIA Planning and Product Reviews	Number of formal customer/stakeholder events conducted annually				

a. Total website visits (user sessions) per year

This measure is already in use and requires only slight redirection. Total Website visits will continue to be measured by the Information Products and Services Committee

¹ Includes briefings, presentations, testimony input and service reports

² Defined as the total number of EIA citations in the Washington Post, New York Times, Wall Street Journal, USA Today and Los Angeles Times

(IPSC). The IPSC will compile results and post them on the EIA Intranet on a monthly basis.

Performance Measure Implementation Schedule: Total website visits (user sessions) per year

Activity	Due Date
This performance measure is already being tracked and will continue.	On-going

b. Number of information products requested by high-level energy policymakers per year (3-year average)

This measure is already in use and requires only slight redirection. The number of information products requested by high-level energy policymakers will continue to be measured by the Performance Measures Committee (PMC). The PMC will compile results, form averages, and post results on the EIA Intranet on a (quarterly) basis.

Performance Measure Implementation Schedule: Number of information products requested by high-level energy policymakers per year (3-year average)

Activity	Due Date
This performance measure is already being tracked and will continue.	On-going

c. Major media citations per year (3-year average)

This measure is already in use and requires only slight redirection. Major media citations will continue to be measured by the National Energy Information Center (NEIC). The NEIC will compile results, form averages, and post results on the EIA Intranet on a quarterly basis.

Performance Measure Implementation Schedule: Major media citations per year (3-year average)

Activity	Due Date
This performance measure is already being tracked and will continue.	On-going

d. Percent of independent expert reviewers rating EIA’s analysis and forecasting program as relevant and reliable; consistent with changing industry structures; and the quality of EIA’s analysis and forecasting products high

These measures are new and will be implemented by adding a requirement to the performance agreements with Independent Expert Reviewers (IER) for them to rate specified EIA analysis and forecasting programs and product attributes. The Statistics and Methods Group (SMG) will create the rating tool, amend IER performance agreements, collect and post results on the EIA Intranet on a quarterly basis.

Performance Measure Implementation Schedule: Percent of independent expert reviewers rating EIA’s analysis and forecasting program as relevant and reliable; consistent with changing industry structures; and the quality of EIA’s analysis and forecasting products high

Activity	Due Date
SMG completes rating tool.	10/1/03
SMG amends IER performance agreements to incorporate rating tool.	11/1/03
IERs begin rating EIA analysis and forecasting programs and products.	1/1/04
SMG collects and compiles rating results, posts on the EIA Intranet.	Start 1/1/04
EIA sets out-year performance targets.	9/30/04

e. Percent of key EIA surveys frames with sufficient industry coverage to produce accurate supply, demand and price statistics

This is a new measure and will be implemented jointly by SMG and those EIA Offices operating statistical surveys. SMG will work with Offices to identify EIA’s key survey frames and establish general criteria defining coverage level sufficiency for accurate supply, demand and price statistics. A baseline time period will be established and Offices (working with SMG) will determine which survey frames met the coverage sufficiency criteria for the baseline time period. Using Office-level assessments, SMG will compile results, form percentages and post results on the EIA Intranet.

Performance Measure Implementation Schedule: Percent of key EIA surveys frames with sufficient industry coverage to produce accurate supply, demand and price statistics

Activity	Due Date
SMG and Offices identify EIA’s key survey frames.	11/14/03
SMG and Offices identify baseline time period and coverage sufficiency criteria.	12/15/03
Offices (working with SMG) determine which survey frames meet the coverage sufficiency criteria for the baseline time period and SMG determines the EIA-wide percentage for the baseline time period.	1/15/04
EIA sets out-year performance targets.	3/1/04
Offices begin regular collection and sharing of performance data relevant to this measure.	4/1/04
SMG compiles results, forms percentages and posts results on the EIA Intranet.	5/3/04

f. Percent of EIA surveys meeting all output performance targets

This is a new measure that will be implemented using the EIA Survey Assessment and Survey Improvement tool, currently being developed by a committee led by SMG. SMG will help Offices select an appropriate set of output performance measures for each survey and an EIA-wide baseline time period will be selected jointly. SMG will support

Offices in the initial gathering and compilation of appropriate performance information for the baseline time period and in determining EIA-wide percentage values. Offices will collect and share the appropriate performance information on a regular basis; SMG will compile results, form percentages and post results on the EIA Intranet.

Performance Measure Implementation Schedule: Percent of EIA surveys meeting all output performance targets

Activity	Due Date
SMG and Offices finalize the EIA Survey Assessment and Survey Improvement (SASI) tool, including specification of the baseline time period.	11/30/03
SMG meets with survey groups to explain use of the tool and works with Offices to select output performance measures for each survey.	12/15/03
Offices (with SMG help) collect performance data for each output performance measure for each survey for the baseline time period; SMG compiles results and forms percentages for the baseline time period.	1/30/04
Offices set out-year performance targets for the selected survey output performance measures.	2/15/04
Offices begin regular collection and sharing of performance data.	2/15/04
SMG compiles results, forms percentages and posts results on the EIA Intranet.	Start 2/27/04

g. Percent of key variables in the Short-Term Energy Outlook meeting their forecast error targets (yearly average)

A version of this measure is already in use and it does not require significant startup actions. The Short-Term Energy Outlook (STEO) group will identify the (approximately 10) key variables whose forecast accuracy will be tracked, set future targets, gather and share the information quarterly.

Performance Measure Implementation Schedule: Percent of key variables in the Short-Term Energy Outlook meeting their forecast error targets (yearly average)

Activity	Due Date
STEO group (with SMG support) identifies key variables and associated out-year targets.	11/14/03
STEO group collects performance results, forms percentages and posts results on the EIA Intranet.	Start 11/21/03

h. Percent of customers satisfied or very satisfied with the quality of EIA information

EIA has conducted customer surveys in various forms for many years and this is not a new measure. In conjunction with the PMC, NEIC will develop a customer survey plan for 2004 implementation (most likely focusing on Website customers), including specification of a baseline time period. It will focus on levels of customer satisfaction with the quality of EIA information. NEIC/PMC will compile baseline time period

results, field the 2004 survey, compile results and post them on the EIA Intranet. It is envisioned that the survey will be repeated every two years or so.

Performance Measure Implementation Schedule: Percent of customers satisfied or very satisfied with the quality of EIA information

Activity	Due Date
NEIC/PMC design the 2004 customer survey; specify baseline time period and out-year targets.	6/4/04
NEIC/PMC gather baseline time period data and field the new survey.	During 2004
NEIC/PMC process survey responses, compile results and post on the EIA Intranet.	6/4/05

i. Percent of selected EIA recurring products meeting their release date targets (all product types)

This is a new measure that will be implemented primarily within Offices, with EIA-wide results compiled by NEIC. NEIC and Offices will identify recurring products to be tracked and a baseline time period. Offices and NEIC will gather baseline time period release dates. Offices will specify release date targets for out-years. Offices will gather and share information on a weekly, monthly, quarterly, annual and multi-annual basis appropriate to the recurring product. NEIC will compile the results EIA-wide and post them on the EIA Intranet.

Performance Measure Implementation Schedule: Percent of selected EIA recurring products meeting their release date targets (all product types)

Activity	Due Date
NEIC and Offices identify recurring products whose release dates will be tracked and specify baseline time period.	11/14/03
NEIC and Offices gather baseline time period release date data.	11/30/03
Offices set out-year release date targets for recurring products.	11/30/03
Offices gather and share ongoing release date performance data.	Start 12/12/03
NEIC compiles information, forms percentages and posts on the EIA Intranet.	Start 01/09/04

j. Number of formal customer/stakeholder events conducted annually

This is not an entirely new measure, but it will be more rigorously tracked in the future. The PMC will develop criteria defining what constitutes a formal customer/stakeholder event, will specify a baseline time period, gather baseline time period data, and in the future will gather the information from Offices on a regular basis, compile and post the information on the EIA Intranet. Customer/stakeholder events included in this measure are those events initiated by EIA specifically to gain customer/stakeholder input on EIA plans, programs and products. It will include meetings initiated by EIA (e.g., focus groups) and solicitation of comments from customers/stakeholders for planning purposes (e.g., strategic and program plans, Federal Register notices about proposed new or changed surveys).

Performance Measure Implementation Schedule: Number of formal customer/stakeholder meetings held annually

Activity	Due Date
PMC develops criteria defining what constitutes a formal customer/stakeholder meeting, specifies a baseline time period and gathers baseline time period data.	11/1/03
Offices keep the PMC posted on their customer/stakeholder meetings; the PMC compiles the information and posts it on the Intranet.	11/15/03 - retroactive to 10/1/03