

EIA Strategic Plan 2004 – 2008

10/8/03 DRAFT

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**Energy Information Administration
U.S. Department of Energy
Washington, DC**

EIA Strategic Plan 2004 – 2008

EIA: The first place to go for the last word in energy information

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EIA's Mission

To provide high quality, policy-independent energy information to meet the requirements of Government, industry, and the public in a manner that promotes sound policymaking, efficient markets, and public understanding.

EIA's Mandate

Established in 1977 as the independent Federal statistical agency within the Department of Energy, EIA's enabling legislation mandated it to maintain a comprehensive information collection, analysis and dissemination program covering energy resources, reserves, production, demand, related financial information and energy technologies. In carrying out its legislative mandate, EIA conducts survey and data collection operations, produces energy analyses and forecasts, publishes data and analysis reports and disseminates energy information by mail, telephone, facsimile, Internet and other electronic media. EIA's major customer groups include the Congress, Government, industry, academia, media and the public.

EIA's legislation requires the agency to be independent of DOE. DOE's Organization Act states that the EIA Administrator need not seek the review or approval of anyone before releasing energy data or reports. While EIA often provides DOE, other Federal agencies and the Congress with energy data, analyses and forecasts, EIA neither formulates nor advocates any policy positions.

EIA's Operating Environment

EIA's operating environment has changed substantially over the last decade.

- The US energy industry and its regulatory environment have changed in fundamental ways, necessitating major changes to EIA information collection, analysis and forecasting systems.
- EIA's visibility, customer base and product mix have grown dramatically (largely due to the Internet and increased media exposure). This has increased to unprecedented levels the demand for - and scrutiny of - EIA products and services.
- EIA's inflation-adjusted funding levels have been flat or declining, and many experienced employees have or are planning to retire in the near future. While information technology advances have fostered some needed improvements in operational efficiency, substantial investment has been and will continue to be required to take advantage of them.
- Federal management initiatives are mandating tighter financial management, closer linkages between budgets and performance, and competitive sourcing, requiring additional resources for management processes and systems.

All of these realities require EIA to work harder and smarter and become more efficient, just to maintain historic levels of product quality.

EIA's Strategic Goals

In order to carry out its mission over the next five years in a demanding operating environment, EIA has established three strategic goals:

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1. EIA's information program will remain relevant, reliable and consistent with changing industry structures and EIA's information products will retain their high quality and timeliness.
2. EIA's resource base will be sufficient to accomplish its mission.
3. EIA employees will rate EIA high in the areas of leadership, management, and meaningful work; and they will rate themselves high in motivation and productivity.

This document outlines the strategies to accomplish these goals and measure results.

1. EIA's information program will remain relevant, reliable and consistent with changing industry structures and EIA's information products will retain their high quality and timeliness.

Maintaining the quality and relevance of its information products is EIA's top priority. Because the basic structure of certain energy sectors (e.g., electric power, natural gas marketing) changed dramatically during the last decade, some EIA survey programs need to be revamped to capture all the information needed for complete and accurate statistics. Also, during the last five to ten years resource constraints forced some survey quality maintenance activities to be deferred - such as yearly updating of survey respondent lists to account for corporate entries and exits from an industry. EIA's primary focus for the foreseeable future is to ensure that data quality is restored to historic high levels across all surveys and that all its information products are considered to be accurate, reliable and timely. EIA's strategy to keep product quality high has three elements:

- EIA will become a more performance-based organization over the next five years. EIA will gather and use results information more systematically in management decisions impacting product quality.
- EIA will use a systematic agency-wide process to review all EIA on-going and proposed work activities, retaining and improving the quality of those products and services most desired by its customers. If funding levels are less than requested, EIA will consider phasing out products with lower quality or customer interest.
- EIA will involve customers and stakeholders more systematically in its corporate planning and product quality review activities.

The performance measures and near-term targets for Goal 1 are shown in [Table 1](#).

2. EIA's resource base will be sufficient to accomplish its mission.

Because of inflation, EIA's essentially flat year-to-year budget has less buying power each year. Although the budget has been about \$78M for several years, it supports fewer staff (Federal and contractor) and purchases less goods and services each year. EIA will continue to seek new ways to increase productivity and manage its funds more efficiently. The agency will incorporate more performance information and customer feedback in its budget requests with the aim of obtaining more adequate funding to accomplish its mission.

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3. EIA employees rate EIA high in the areas of leadership, management, and meaningful work; and they rate themselves high in motivation and productivity.

The quality of EIA work is directly attributable to the quality of its people, both management and staff. In order to attract and retain a highly dedicated and professional workforce during a time when many experienced employees have or will be retiring, EIA will implement strategies aimed at supporting employee training, leader development, and improvements to the quality of work life. EIA will work cooperatively with the National Treasury Employees Union in implementing these strategies. EIA has conducted organizational culture climate surveys (employee opinions) every two years or so since 1994 and will continue to use this tool to measure the success of its human capital and workplace strategies. Traditional questions address topics such as compensation, work content, job satisfaction, relationships with supervisors, recognition, and training. The goal is for employees to want to stay and grow with EIA.

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 2000-2002 average	
	Major media citations ² per year (3-year average)	152 (average for 2000-2002)	Maintain 2000-2002 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 established in 2004 and targets will be 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)
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 established in 2004 and targets will be set for 2005 and beyond.
Customer and Stakeholder Involvement in EIA Planning and Product Reviews	Number of formal customer/stakeholder events conducted annually			

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