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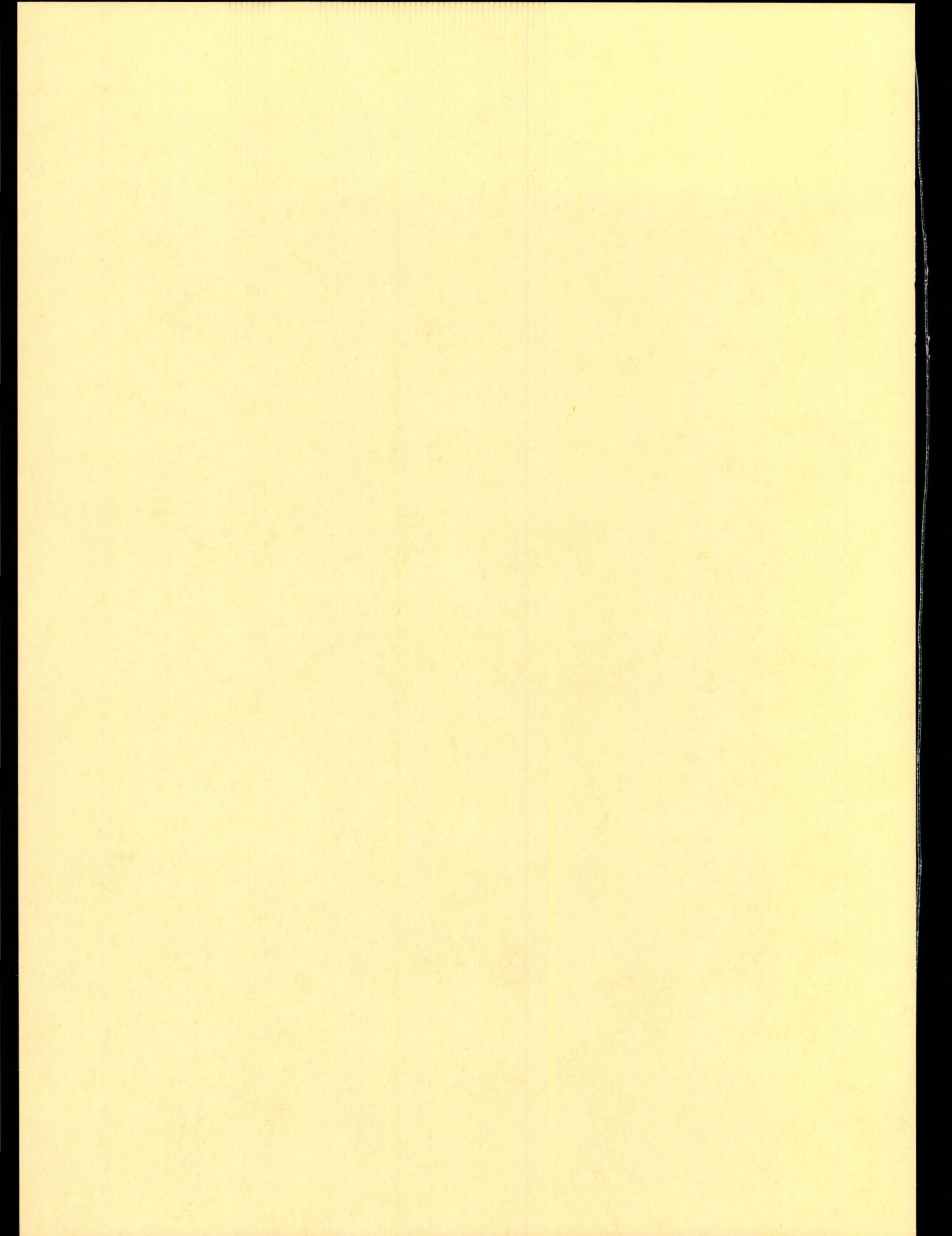
QUALITY MEASUREMENTS USED IN FEDERAL
GOVERNMENT PROGRAMS

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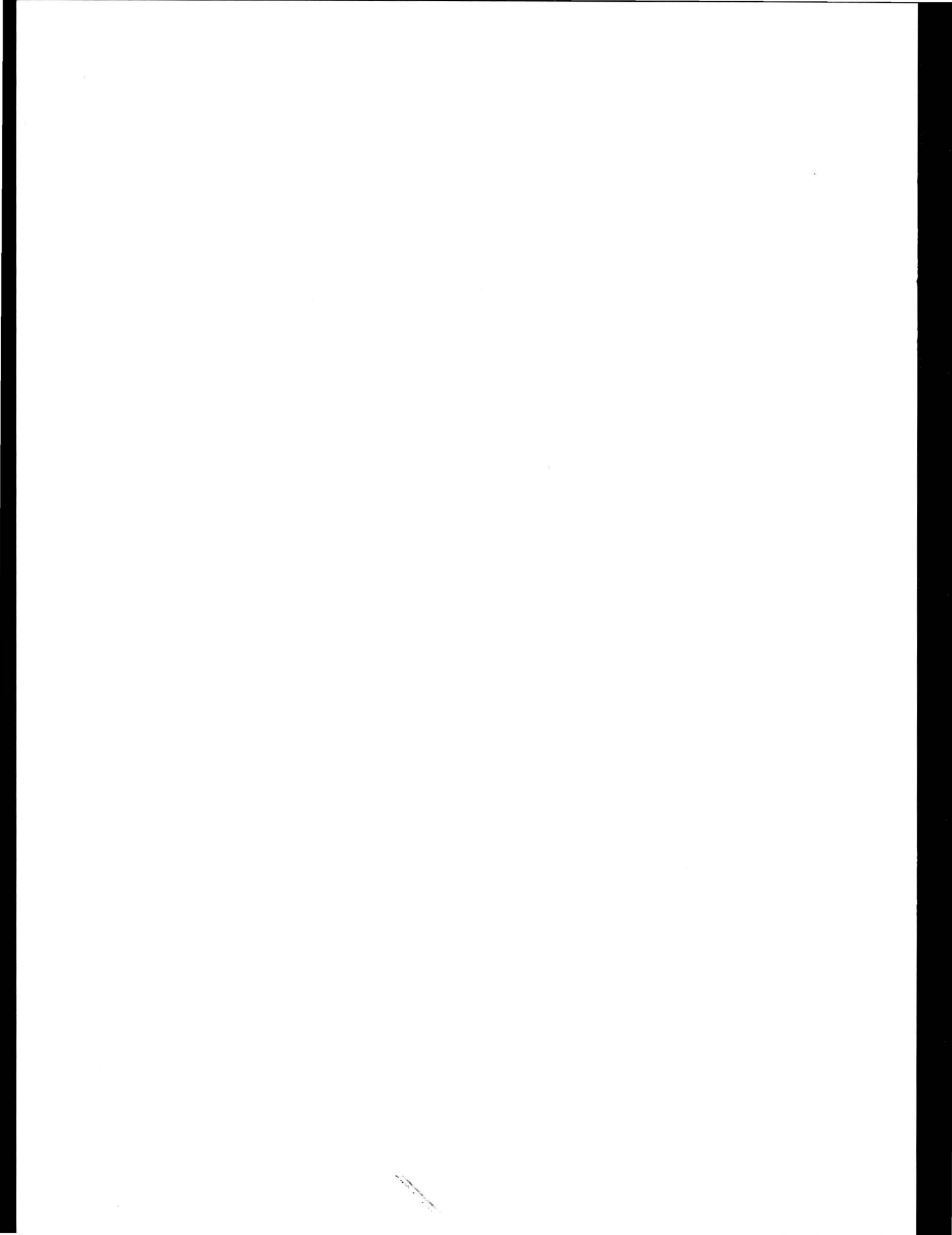
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<p>13. Abstract: This booklet was compiled as an information resource on the status of quality measurement in selected federal government programs. The booklet reviews the measures used for various products and services which are categorized. The booklet then reviews quality and timelines s measures under each category. Several listings of categories, functions, and measures are included, along with agency and office information.</p>			
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INTRODUCTION

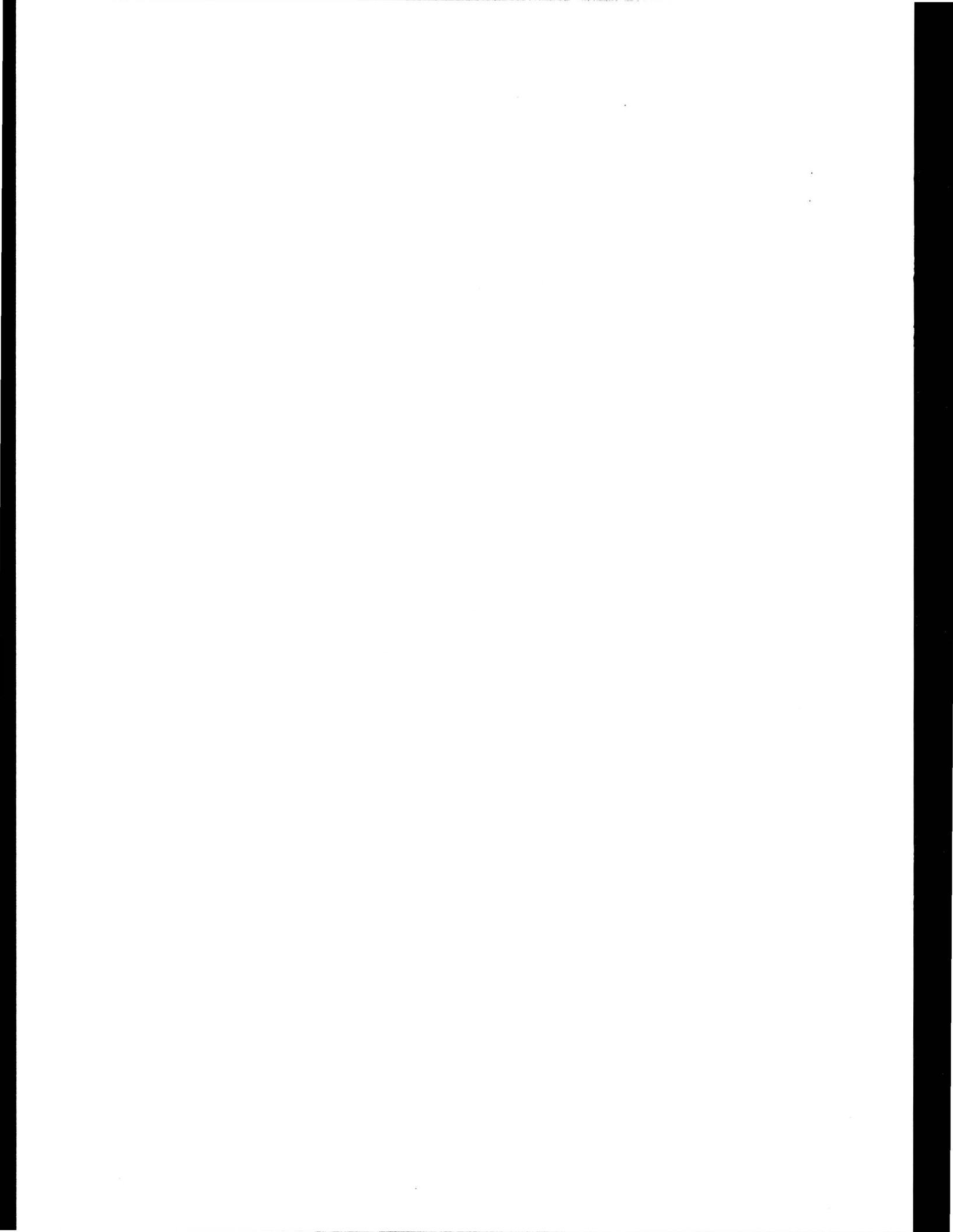
This booklet has been compiled as an information resource on the status of quality measurement in selected federal government programs. The booklet reviews the measures used for various products and services. The latter are categorized into eighteen major categories, depending on their primary focus (e.g., social services, distribution services, training). The categories and a brief description of each are listed at the beginning of the booklet. The main section of the booklet reviews quality and timeliness measures under each category. The measures used by agencies are first summarized and suggestions are given for other measures which might be appropriate. A listing is then presented of all the measures in that category used by agencies. A final section contains a sorted listing of the functions *within each agency*. This list also gives the specific bureau which provides the products and services. This is a useful cross reference for the main section, which lists the functions *within each category*. The bureau which is responsible for the specific measure can then be identified. The particular agency and office can then be contacted for further information on the measure(s).

A quality or timeliness measure can focus either internally or externally. An *internal* measure focuses on internal work and processes that can be done better or faster. Examples include the number of errors made in documentation and the time it takes to process the output. An *external* measure is focused on customer service and fulfilling the customer's needs. Examples include the number of customer complaints the bureau receives and the customer's satisfaction with the product or service.

The measures contain an implicit emphasis on *continuous improvement*. This is accomplished by using *goals* for the measure which can be raised over time. For example, an accuracy rate measure can have a goal which changes incrementally from year to year. One year the goal may be a 98% accuracy rate. If that goal is reached, the next year the goal may be increased to 98.5%, and so on. Since the goals make sense only in the context of the particular product or service within the agency, the goals are not included in this material (e.g., "time to fill orders" could mean minutes, hours, or days). Information on a goal for a particular measure is available from the agency or the OMB Quality Management desk officers.

The suggested measures listed in the main section are often stated in general terms. When applying one of these, attempts should be made at making the measure more specific and quantifiable. For example, "time to process" can be applied by examining the percent of claims processed within a timeframe, or the average time to process a grant application with the goal being to continuously improve the time by shortening it.

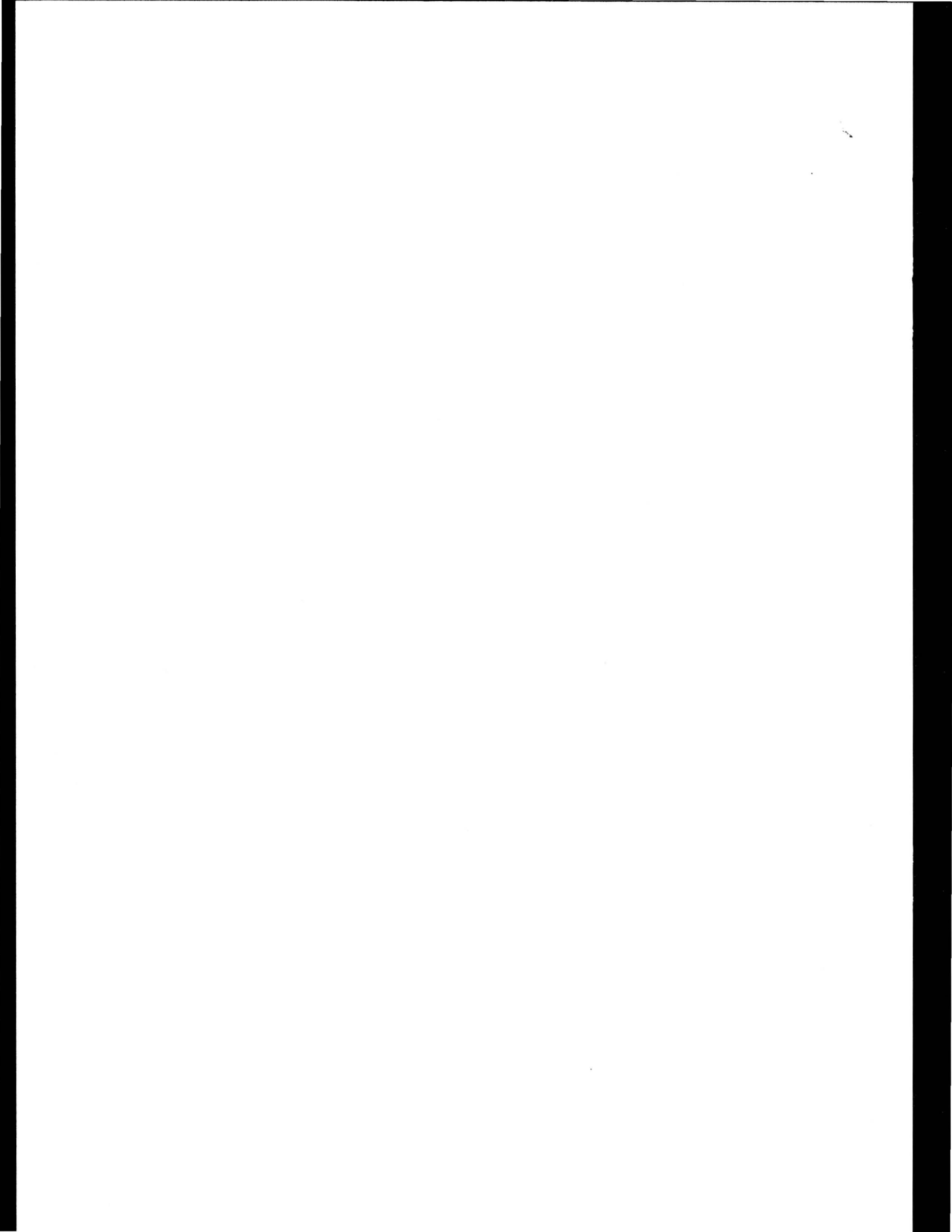
Other resources are also available to managers on quality measurement. The Federal Quality Institute resource center has available a guidebook, "How to Develop Quality Measures That Are Useful in Day-to-Day Management," by the OMB Quality Management office. The Federal Quality Institute also has other materials on quality measurement. Finally, OMB desk officers can help in giving advice and in contacting other agencies to learn more about their measures.



FUNCTIONAL CATEGORIES AND DEFINITIONS *

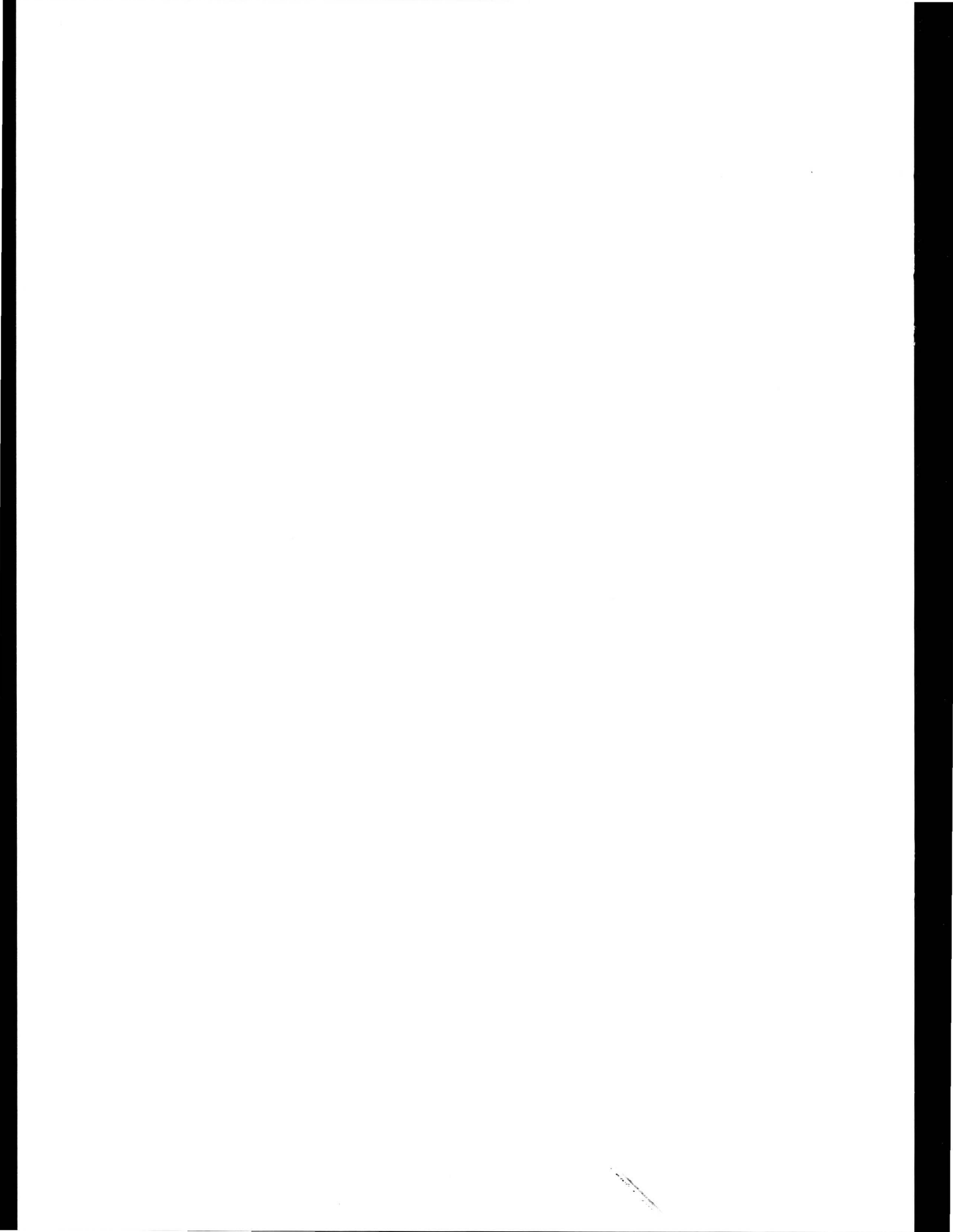
<u>Functional Category</u>	<u>Definition</u>
Claims/Applications	Activities for the processing or payment of applications and claims.
Communications	Activities for processing messages and performing telecommunication services.
Distribution Services	Activities for distributing supplies and equipment and the management of inventories.
Education/Training	Activities for providing general or specialized education or training.
Financial Services	Activities for maintaining accounting records, processing payroll vouchers and invoices, and related activities.
Health Services	Activities for operating health care facilities and providing medical, hospital, dental, laboratory, or nursing services for disease prevention or treatment.
Information Services	Activities for preparing or distributing statistical, scientific, technical, or other information. Includes research and reference services and records management services.
Investigation/Enforcement	Activities for carrying out investigations (including Federal employee investigations), auditing Federal programs and operations, enforcing the law, and securing Federal buildings, installations, or grounds.
Legal Action/Adjudication	Activities responsible for instituting proceedings in a court or administrative tribunal or rendering decisions in a judicial capacity.
Licensing/Certification	Activities for issuing licenses, permits, or other authorizations in government controlled activities.
Loans/Grants	Activities for issuing grants, making awards, offering various types of loans, and borrowing funds from the public.
Maintenance	Activities for the maintenance and repair of vehicles, equipment, buildings, and the calibration of instruments.
Natural Resource Management	Activities responsible for developing or overseeing programs which effect natural resources or the environment.
Social Services/Benefits	Activities for the payment of benefits, or for improving the welfare of the public or a special group.
Specialized Production	Activities involved in the distribution or production of specialized outputs, including electric power.
Support Services/Operations	Activities providing personnel services, procurement (purchasing supplies, equipment, or services), overall administration, and general support services for Federal agencies and employees.
Testing/Inspections/Compliance	Activities to ensure compliance with established rules and regulations.
Transportation/Traffic Mgmt.	Activities for arranging, moving, and assisting in the movement of people and cargo.

* Definitions have been adapted from *Federal Government Productivity Summary Data*, Bureau of Labor Statistics, Dept. of Labor.



REVIEW OF MEASURES BY CATEGORY

2-2



CLAIMS/APPLICATIONS FUNCTION

The measures which are most commonly used by departments and agencies for the Claims/Application functions are listed below. The measures used are all very similar.

Quality - % errors or accuracy rate.
% payment accuracy.

Timeliness - Time to process/pay (total cycle time from receipt to completion).

Some other possible measures for the Claims/Application functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	% errors by type (clerical, technical, etc.)	% deadlines met
	# of process improvements implemented per month/quarter	
	% of claims/applications processed correctly the first time (also called "first time through" rate)	
External	# complaints filed	Time to provide information/forms
	Service performance rated on scale by customers or sample of customers	Time to correct errors
	% customer satisfaction based on survey (could give satisfaction rate on several dimensions)	Ave. waiting time to see or have contact w/ service provider
	% information errors	
	% of people receiving service that are eligible for service	
	% of people eligible for service receiving service	

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Claims/Applications

AGENCY	FUNCTION	OUTPUT		Quality Measure	Timeliness Measure
COMMERCE	IMPORT ADMINISTRATION	# petitions processed.	- weighted	% petitions not resolved informally.	Time to process.
COMMERCE	MAIL & FEE PROCESSING	# applications and fees processed.		# errors and complaints.	Time to process.
COMMERCE	PATENT APPLICATION REVIEW	# applications reviewed.		# errors.	Time to process.
GSA	CARRIER CLAIMS PROC	# carrier protests of audit in claims processed.	- weighted	% collections against potential collections.	# of entries within time standard.
HHS	MEDICARE CLAIMS PROC	# claims processed.		% payment accuracy.	Time to process.
HHS	MEDICAID PYMNT/STATES	# reviews completed.		% of \$ disallowed on appeal by states.	Time to process disallowance letter.
HHS	RETIREMENT/SURVIVORS INSURANCE	# claims processed.	- weighted	% payment accuracy.	Time to process.
HHS	DISABILITY INSURANCE	# claims adjudicated.	- weighted	% payment accuracy.	Time to process.
HHS	SOCIAL SECURITY NUMBERS ADMIN.	# requests processed.		% critical errors.	Time to process.
HUD	SINGLE FAM CLAIMS PROC	# claims paid.		% claims sampled that contain errors.	Time to pay claims.
HUD	SINGLE FAMILY INSURANCE	# accounts processed and mortgages reviewed.	- weighted	% mortgages delinquent.	Time to respond to mortgagors requests.
JUSTICE	ALIEN APPLICATIONS	# petitions or applications processed.		% error rate.	Time to process.
LABOR	FECA PROGRAM	# wage loss claims activities.	- weighted	--	Time to process.
STATE	PASSPORT SERVICES	# passports issued.		% error rate.	Time to issue passport.
TREASURY	TAX PROCESSING	# documents processed.	- weighted	% accuracy rate.	Time to process per type of return.
VA	INSURANCE PROGRAM	# insurance policies in force.		% accuracy on 18 SOC standards.	Time to process.

OUTPUT, QUALITY & TIMELINESS
MEASURES

The Communications, Health Services, and Legal Action/Adjudication functions are listed below. Since there are so few functions in these categories, no attempt is made to summarize the measures.

*** FUNCTIONAL CATEGORY: Communications

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
DEFENSE	BASE COMMUNICATIONS	# messages transmitted and received.	# or % of messages improperly route.	Transmission delays (in-station handling time).

*** FUNCTIONAL CATEGORY: Health Services

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
DEFENSE	DENTAL CARE	Composite time value-CTV (dental procedures) - weighted.	--	% dental operational readiness.
VA	MEDICAL CARE	Class of patients - weighted.	--	--
VA	LONG-TERM HEALTH CARE	Class of patients - weighted.	--	--

*** FUNCTIONAL CATEGORY: Legal Action/Adjudication

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
JUSTICE	SERVICE OF LEGAL PROCESS	# court orders served.	% execution rate (process served or returned).	% compliance with court-ordered timeframes.
LABOR	CASE DECISION REVIEW	# cases disposed.	% appealed cases in which BRB decisions are upheld.	Ave. time from assignment of case to attorney of disposition.
LABOR	CASE ADJUDICATION	# dispositions issued.	--	Time to complete a case.

DISTRIBUTION SERVICES FUNCTION

The measures which are most commonly used by departments and agencies for the Distribution Services functions are listed below.

- Quality - % orders filled with available stock ("fill rate").
 % material denial rate (back-orders).
 % inventory accuracy.
 % errors in processing orders.
- Timeliness - Time to process/fill order (total cycle time from receipt to delivery).
 Time to ship (delivery time).

Some other possible measures for the Distribution Services functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	% errors by type (clerical, technical, etc.)	% deadlines met
	# of process improvements implemented per month/quarter	
	% of orders filled correctly the first time (also called "first time through" rate)	
	% inventory considered obsolete	
	# of inventory adjustments	
	% accuracy of inventory locator system	
External	# complaints filed from various customers	Time to provide order forms
	Service performance rated on scale by customers or sample of customers	Time to correct errors
	% customer satisfaction based on survey (could give satisfaction rate on several dimensions)	
	% shipments over or under quantity ordered	

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Distribution Services

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
DEFENSE	BASE SUPPLY	# issues and due notices.	% authorized stock available for issue (excludes first time demands). % item requests available for issue.	Delivery to customers within prescribed time limits.
DEFENSE	DEPOT SUPPLY	# issues and receipts.	% inventory accuracy.	% issues and receipts posted within time limits. % binned within time limits. % receipts processed within time limits.
DEFENSE	INVENTORY CONTROL	# items managed and # engineering actions - weighted.	% requisitions satisfied with off-the-shelf items ("fill rate").	# requisitions processed per hour.
DEFENSE	SUPPLY DEPOT OPERATIONS	# receipts and issues.	% material release orders denied.	% issues processed within time standard.
DEFENSE	SUPPLY OPERATIONS	\$ value of sales.	% material denial rate (back-orders). % accuracy of locator record. % \$ procured competitively. % actions procured competitively.	Release order on-time performance. Procurement lead time (cycle time).
DEFENSE	DEFENSE REUTIL./MKTG. SERVICE	# line items disposed - weighted.	# over-age items within system.	Ave. time (days) in disposal cycle.
DEFENSE	SUPPLY DISTRIBUTION	# issues and receipts.	Reported discrepancies as a % of issues. % inventory accuracy. Initial fill rate for valid requirements.	Ave. # of days to stow materials. % issues processed within time limits for priority groups. % Report of Discrepancies (ROD's) processed within time standards.
GSA	REPRODUCTION/PRINTING/DISTRIB.	# printed pages.	# job reruns.	Turnaround time per job.
GSA	RETAIL SUPPLY	# line items filled.	% requisitions filled.	Time to ship product.
TRANSPORTATION	SUPPLY AND INVENTORY	# orders processed.	% requisitions filled (fill rate).	Time to fill an order.
TREASURY	TAX FORMS DISTRIBUTED	# orders processed - weighted.	% accuracy rate.	Time to fill order.
VA	WAREHOUSING/DISTRIBUTION	# items shipped.	% error rate.	Time to ship and process receipts.

EDUCATION/TRAINING FUNCTION

The measures which are most commonly used by departments and agencies for the Education/Training functions are listed below. The measures used are similar across functions.

- Quality -
 - % students completing course.
 - # placements in jobs/positions.
 - % acceptable class ratings of instructor/course content.
 - % graduates that can complete related assignment.
- Timeliness -
 - Time to gain proficiency.
 - Time to complete course.
 - Time to register/process application.

Some other possible measures for Education/Training functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	% errors in enrollments, applications, class materials	
	# of process improvements implemented per month/quarter	
	% classroom fill rate	
External	% student evaluations of course/instructor/other dimensions in highest category	Time to provide information/forms
	Course content rated on scale by affected employees or sample of employees	Time to correct errors
	% information errors given to customers (enrollees, students, etc.)	
	% of people eligible for and in need of course who are enrolled in course	
	% student and supervisor post hoc evaluations in highest category	

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Education/Training

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
DEFENSE	RECRUIT TRAINING	# graduates.	% graduates that can complete an assignment.	Ave. time to complete the course.
DEFENSE	PROFESSIONAL EDUCATION	# student years (weighted by length of course) - weighted.	Student critiques. Sponsoring agency evaluations. ACE accreditation of some courses.	--
DEFENSE	MILITARY TRAINING AND EDUC.	Training load (ave. # of students annually. Formula aggregates different length courses, adjusted for attrition).	--	% adherence to schedule of # of students per course per year.
GSA	TRAINING CENTER	# students trained.	% acceptable class ratings of instructor and course content.	# classes delayed for lack of availability of course materials.
LABOR	JOB CORPS TRAINING	# service years.	Ave. length of stay (retention); # job placements.	--
LABOR	APPRENTICESHIP & TRAINING	# new apprentices registered; # apprentice programs developed and installed - weighted.	--	Time to register programs and apprentices.
LABOR	EDUCATION/TRAINING	# direct training student days; # supported training student days; # training materials developed; # publications distributed - weighted.	% error rate in distribution of materials. Student course evaluation scores. % course requirements completed by instructor.	Time to process for distributing materials.
OPM	NON-CLASSROOM TRAINING	# students trained.	Course evaluations rated on scale. % course completion rate.	Time to respond to recommendation to enroll student in course.
STATE	AREA TRAINING	# student hours of training (basic and advance studies) - weighted.	Evaluation of job-related impact of instruction.	Time to gain competency.
STATE	FOR LANGUAGE TRAINING	# student hours of training.	Evaluation of job-related impact of instruction (e.g., more effective communication)	Time to gain proficiency, depending on language and type of course.
STATE	FUNCTIONAL TRAINING	# student hours of training (eight categories) - weighted.	Evaluation of job-related impact of instruction.	Time to gain competency (officers should be able to assume full job responsibility in a shorter period of time).
TREASURY	LAW ENFORCEMENT TRAINING	# student weeks of training provided.	Student test scores; student opinion survey.	--
VA	VOCATIONAL REHAB/COUNSLNG	# rehab/counseling actions - weighted.	% successful cases based on case review rating.	Time to process application.

FINANCIAL SERVICES FUNCTION

The measures which are most commonly used by departments and agencies for the Financial Services functions are listed below.

- Quality - % customers paid correctly.
 % accuracy rate of processing and reporting.
- Timeliness - Time to pay/disburse/process (total cycle time from receipt to completion).
 Time to respond to phone calls and written inquiries.
 Time to transmit updates to accounts.

Some other possible measures for the Financial Services functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	% accuracy of transmitting inputs.	% deadlines met
	% of payments/processes completed correctly the first time (also called "first time through" rate)	
	% errors by type (clerical, technical, etc.)	
	# of process improvements implemented per month/quarter	
External	% information errors	Time to provide information/forms
	# complaints filed from various customers	Time to correct errors
	Service performance rated on scale by customers or sample of customers	Ave. customer waiting time to see or have contact w/ service provider
	% customer satisfaction based on survey (could give satisfaction rate on several dimensions)	

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Financial Services

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
DEFENSE	ACCOUNTING & FINANCE	Composite (workload & # of actual transactions) - weighted.	% transactions processed correctly (initial input for personnel pay). % vendors paid correctly (commercial activities). % accuracy of reported transactions (for appropriated funds).	% pay and travel entitlements paid within time limit. % payments for Commercial Activities made on time. % reports for appropriated funds received by due date.
DEFENSE	MILITARY PAY	# active army accounts.	% compliance with regulations, as evaluated by Army QA teams. % accuracy of processing and transmitting inputs.	Time to process/transmit updates to master military pay file.
DEFENSE	RETIRED PAY ACCOUNTS	Ave. # of accounts.	% satisfactory ratings based on biennial Quality Team reviews, internal reviews of disbursing and accounting functions, and internal reviews of all other admin. functions.	Time to process pay for new retirees and annuitants. Time to respond to phone calls and written inquiries. Time to process travel vouchers.
DEFENSE	CONTRACT PAYMENT	# invoices paid.	% accuracy of expenditure reporting.	% aging (uncleared transactions). Amount of \$ in interest penalties for late payment. % discounts earned.
GSA INTERIOR	REAL PROPERTY ASSET MGT ROYALTY PAYMENTS	# dispositions. # accounting lines processed.	\$ return on investment. % rejects at entry.	Milestones in plan completed on time. Time to disburse (based on schedules) to states.
INTERIOR	COAL MINE ASSESS/COLLECTIONS	# cases resolved.	--	--
TREASURY	ACCRUAL-TYPE SAVINGS BONDS	# refined bonds processed.	% bonds accurately processed.	--
TREASURY	DIRECT ACCESS SECURITIES	# accounts maintained.	--	--
TREASURY	PUBLIC DEBT ACCOUNTS	# transactions processed, reconciled and reported.	% accuracy rate.	Time to reconcile interest payments.
TREASURY	PAYROLL SAVINGS BONDS	# accounts maintained - weighted.	# contracts of major accounts. # new or increased savers.	--
TREASURY	CHECK PAYMENTS	# payments issued - weighted. # check claims processed (unweighted).	--	Time to process check claim.
TREASURY	DELINQ TAX COLLECTIONS	Total \$ collected.	% cases closed at other than full payment.	--
TREASURY	DELINQUENT RETURNS	Net tax \$ assessed.	# cases closed with a secured return.	--
TREASURY	TAX EXAMINATION	# tax returns examined - weighted.	% acceptable examinations based on quality review.	Time to complete tax return examination. Time to schedule first visit with preparer.
TREASURY	TAXPAYER APPEALS	# tax return appeal work units decided.	% acceptable appeal decisions based on post review.	Cycle time from receipt of appeal to first conference with appellant. Time to complete appeal.

INFORMATION SERVICES FUNCTION

The measures which are most commonly used by departments and agencies for the Information Services functions are listed below.

- Quality -** % accuracy of data processed/disseminated.
 # customer complaints.
 % errors in processing.
- Timeliness -** Time to fill customer requests/orders.
 Time to process requests/deliver information/produce report.
 Lapsed time from receipt of request/entry of data to delivery of report/information.
 % deadlines met.
 Time to pick up customer telephone call.

Some other possible measures for the Information Services functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	% of requests filled correctly the first time (also called "first time through" rate) % accuracy of recording/transmitting data % errors by type (clerical, technical, etc.) # of process improvements implemented per month/quarter	
External	Service performance rated on scale by customers or sample of customers % customer satisfaction based on survey (could give satisfaction rate on several dimensions) % information errors	Time to correct errors Time to respond to customer complaints

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Information Services

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
AGRICULTURE	LIBRARY SERVICES	# end-product transactions - weighted.	% correct interpretation of customer inquiries, and % usefulness of information (based on customer surveys). # of reference aids completed per year.	Time to fill customer requests. Time for document delivery.
COMMERCE	COMMERCE BUSINESS DAILY	# synopses printed in CBD.	% accuracy of text.	Lapsed time to receive and print synopsis into hardcopy
COMMERCE	DATA COLLECTION	# sample units completed (households).	Household response rate of surveys (% returned).	Summary report deadlines met.
COMMERCE	PUBLICATIONS SERVICES	# pages produced (text and graphics) - weighted.	% phototypeset used of total typeset used. # charts used in 50 page publications.	Time to edit and compare text.
COMMERCE	OCEAN DATA SERVICES	Amount of data archived.	% accuracy of data processed.	Time to respond to request for information.
COMMERCE	WEATHER FORECASTING	# warnings and forecasts.	% accuracy of weather detection	Lead time needed to forecast.
COMMERCE	GEOPHYSICAL DATA SVCS	Amount of data collected/disseminated - weighted.	% accuracy and content of data announcements.	Lapsed time - entry of data to issuance of data announcement
COMMERCE	OCEANOGRAPHY/MARINE ASSESSMENT	Amount of data collected/disseminated - weighted.	--	Lapsed time to response for water level data. Response time for impact assessments.
COMMERCE	FISHERIES INFORMATION	# info. requests processed.	# customer complaints	Time to process requests
COMMERCE	CLEARINGHOUSE	# customers serviced.	# customer calls answered in time period.	Lapsed time to fill orders.
JUSTICE	FINGERPRINT OPERATIONS	# cards and related correspondence processed.	Error rate.	Time to processing (response).
LABOR	PRODUCTION OF STATISTICS	Statistics produced or published (by type) - weighted.	Outputs must meet standards of statistical reliability.	Publish or release statistics on time.

*** FUNCTIONAL CATEGORY: Information Services (continued)

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
NASA	TECHNOLOGY UTILIZATION	# tech. briefs produced.	Checklist of quality elements to assure competence in technical writing of articles evaluated and selected for publication	Time to report new technologies from time of development. Time to evaluate new technologies after receipt of report. Time to publish in NASA Tech. Briefs.
NASA	SCIENTIFIC & TECHNICAL PUBS	# pages in scientific and tech. reports - weighted.	Quality of content as determined by peer review process. Legibility and clarity of format.	Time to produce report, from writing to production. Time required for author review, printing, and production.
TREASURY	TAXPAYER SERVICE	# calls answered, correspondence completed, walk-ins handled.	% accuracy rate.	Ave. time to pick up call.
USIA	MULTIMEDIA PROG	# overseas program requests fulfilled - weighted.	% of programs that meet customer requirements.	% of program schedules met on time (i.e., time between initiation and completion of project).
USIA	ASST. TO FOREIGN JOURNALISTS	# Center activities (facilitative assistance, briefings, tours, seminars/special activities) - weighted.	Facilitative assistance - % programs rated successful. % briefings rated satisfactory. % tours/seminars/special activities rated successful.	Facilitative assistance - % deadlines met. % briefing deadlines met. % of events advertised to media 2-4 weeks in advance.
USIA	TELEVISION PROGRAMS	# TV film and video programs produced and/or acquired - weighted.	% broadcasting industry or post requirements met. # errors/complaints per employee.	% satellite broadcast schedules met on time. % deadlines met.
USIA	BROADCASTING	# programs produced (different program types) - weighted.	% programs that meet VOA broadcasting industry standards	% broadcast schedules met on time.
USIA	RADIO BROADCASTING TO CUBA	# programs produced - weighted.	% VOA broadcasting standards met.	% broadcast schedules met on time. % repeat programs aired because of delays.

INVESTIGATION/ENFORCEMENT FUNCTION

The Investigation/Enforcement functions listed consist of three main types: Audits, Security, and Investigation. The measures which are most commonly used by departments and agencies for each are as follows:

Audits: Quality - % errors/deficiencies in complying with standards.

Timeliness - Ave. time to issue report.

Security: Quality - % error rate (internal and external).
% counter measures provided.
% incident rate.

Timeliness - (measures vary widely)

Investigations: Quality - % error rate (internal and external).
% accuracy of reports.
% deficiencies in meeting standard.

Timeliness - Time to complete investigation (i.e. total cycle time from initiation to closure).

Investigation/Enforcement external quality measures should focus on satisfying customer requirements and expectations. Following are some examples of measures which might be used.

MEASURES

QUALITY

Internal

% errors by type (clerical, technical, etc.)

of process improvements implemented per month/quarter

% audits/reports/cases filed that are completed correctly the first time (i.e. "first-time through" rate)

External

complaints filed from various customers, including congress

Investigation/Audit/Security performance rated on scale by customers or sample of customers

% customer satisfaction based on survey (could give satisfaction rate or several dimensions)

% investigations resulting in further action (e.g. further investigation, prosecution, arbitration)

(Security function) % incident rate by seriousness factor

TIMELINESS

% deadlines met

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Investigation/Enforcement

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
DEFENSE	CONTRACT AUDITING	# of audit reports and audit services provided - weighted.	% error rate in conformance to GAO audit standards.	Ave. time to issue report.
DEFENSE	INDUSTRIAL SECURITY	# actions completed: reinvestigations, personnel security questionnaires, interim grants, continuous grants, and adverse information reports - weighted.	% errors in meeting thoroughness, consistency, and accuracy standards.	Ave. time to process contractor facility for initial secret clearance.
DEFENSE	PERSONNEL SECURITY INVESTIGATIONS	# cases closed.	% internal error rate. % returned by customers (external).	Ave. time to complete case.
GSA	PROTECTION AND SECURITY	# square feet (protected).	% buildings surveyed each year. Patrol time per building in core cities. % counter measures provided.	% buildings surveyed of total in two year time cycle.
HHS	COMPLAINT INVESTIGATIONS	# investigations completed.	% accuracy in conformance to QA team evaluation guidelines.	Time to process.
INTERIOR	LAW ENFORCEMENT	# cases completed (includes total arrests and # clearances by exception).	% reduction in reported civil rights violations involving excessive force. % reduction in # cases rejected by U.S. Attorney's Office because of evidentiary problems. % facilities meeting mandatory health and safety standards.	% occasions priority 1 calls are responded to within designated time. Elapsed time between investigative incident and completion of investigation. Elapsed time between arrest and incarceration.
JUSTICE	INCARCERATION	Ave. daily inmate population.	Escape rates, assault rates.	N/A
JUSTICE	ALIEN INVESTIGATIONS	# cases closed.	# concluded cases resulting in program action.	--
JUSTICE	PRISONER TRANSPORT	# prisoner movements.	% incident rate (escapes/lawsuits).	% compliance with court-ordered timeframes.
JUSTICE	RECEIPT/PROCESSING OF PRISONERS	# prisoners processed.	% transcription error rate.	--

*** FUNCTIONAL CATEGORY: Investigation/Enforcement (continued)

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
LABOR	IG AUDITS	# audits completed.	% error rate in conformance to GAO audit standards.	--
LABOR	INVESTIGATIONS	# completed investigations.	--	Time to decide to initiate investigation.
LABOR	COMPLIANCE AUDITS	# audits completed.	--	--
LABOR	PROCESSING FINANCIAL REPORTS	# union financial reports processed.	% financial reports completed accurately and received by filing dates.	Ave. time to process financial reports.
LABOR	UNION INVESTIGATIONS	# cases closed.	--	--
LABOR	DISCRIMINATION INVESTIGATIONS	# cases settled.	# cases appealed. # investigation citations by audit team.	Time to complete a case. Ave. time to settle appeal.
LABOR	ENFORCEMENT	# investigations and limited reviews - weighted.	% accuracy of investigation reports.	Time to complete investigation. Time to close review or convert to indepth investigation.
OPH	BACKGROUND INVESTIGATIONS	# background investigations - weighted.	% deficiencies in meeting performance standards. # cases reported deficient by customer agency.	Time to process investigation.
STATE	PERSONNEL INVESTIGATIONS	# investigative cases by type - weighted.	% cases rejected due to inadequate investigation at initial screening (internal). % cases rejected after completion.	Ave. time to complete cases. Time to provide statistical reports to recipients.
TRANSPORTATION	DEFECT INVESTIGATION	# investigations completed - weighted.	--	Time to complete investigation.
TREASURY	TAX FRAUD INVESTIGATIONS	# investigations completed.	% declination rate.	Time to complete investigation.

LICENSING/CERTIFICATION FUNCTION

The measures which are most commonly used by departments and agencies for the Licensing/Certification functions are listed below.

Quality - % errors or accuracy rate.
customer complaints.

Timeliness - Time to process/service/complete (total cycle time from receipt to completion).

Some other possible measures for the Licensing/Certification functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	% errors by type (clerical, technical, etc.)	% deadlines met
	# of process improvements implemented per month/quarter	% license applications achieving data entry on day of receipt
	% of licenses/certifications processed correctly the first time (also called "first time through" rate)	
	% consistency rate in the way licenses/certifications of similar nature are processed and decisions reached.	
External	% accuracy of information entered in data base by data entry personnel	
	Service performance rated on scale by customers or sample of customers	Time to correct errors
	% customer satisfaction based on survey (could give satisfaction rate on several dimensions)	# calls received from applicants regarding status of license (fewer calls demonstrate improved timeliness)

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Licensing/Certification

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
AGRICULTURE	MEAT GRADING	# pounds certified.	% adherence to buyer/seller contract specifications and industry regulations.	Time to service, as specified in industry contract.
AGRICULTURE	POULTRY GRADING	# pounds graded.	% adherence to buyer/seller contract specifications and industry regulations.	Time to service, as specified in industry contract.
AGRICULTURE	COTTON GRADING	# pounds certified.	% accuracy rate in applying grading standards.	Time required to class a bale of cotton.
AGRICULTURE	DAIRY GRADING	# pounds certified.	# of customer complaints. % accuracy in applying grading standards. # customer complaints. % error rate for each step in dairy grading process.	Time to complete all grading tasks.
COMMERCE	EXPORT LICENSING	# licenses processed by type - weighted.	% accuracy of data entry.	Time to process.
COMMERCE	SPECTRUM MANAGEMENT	# frequency assignments - weighted.	# action requests completed based on department standards.	Time for frequency assignment approval.
COMMERCE	PATENT EXAMINATIONS	# patent actions - weighted.	% error rate.	Lapse time for printing application.
COMMERCE	TRADEMARK EXAMINATIONS	# applications processed.	# complaints by clients	Time of disposition (time to process).
COMMERCE	PATENT NOTIFICATION	# notification actions.	# errors	Time to process
EDUCATION	ELIGIB & CERT/INSTIT HIGHER ED	# submissions processed for determinations of eligibility and certification.	# errors made in review of application.	Time to complete reviews.
HHS	MEDICAL DEVICES PROGRAM	# decisions made on applications to investigate or market new medical devices - weighted.	# decisions reversed after a final decision was made.	Time to complete reviews.
HHS	ANIMAL DRUGS/FEEDS PROD REV	# decisions on applications for new drugs or feed products.	# applications withdrawn after approval.	# applications not meeting time standard.
INTERIOR	REAL ESTATE APPRAISALS	# real estate appraisal activities completed - weighted.	% error rate in reports.	Time to complete appraisal activities.
LABOR	ALIEN LABOR CERTIFICATION	# applications completed.	--	Ave. time to process case.
STATE	MUNITIONS LICENSING	# licenses issued - weighted.	# of end-use checks to verify information on license applications.	% licenses processed within time limit.
TREASURY	PENSION PLAN TAX APPROV.	# determination letters issued, returns examined, and technical cases closed - weighted.	--	--

LOANS/GRANTS FUNCTION

The measures which are most commonly used by departments and agencies for the Loans/Grants functions are listed below. The quality measures used vary among the functions, although the timeliness measures used are very similar.

- Quality - % delinquency rate.
 % accuracy rate in computing award/payment.
- Timeliness - Time to process/pay (total cycle time from receipt to completion).
 Time to respond to complaints.

Some other possible measures for the Loans/Grants functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	% errors by type (clerical, technical, etc.)	% deadlines met
	# of process improvements implemented per month/quarter	
	% of loans/grants processed correctly the first time (also called "first time through" rate)	
External	# complaints filed	Time to provide information/forms
	Service performance rated on scale by customers or sample of customers	Time to correct errors
	% customer satisfaction based on survey (could give satisfaction rate on several dimensions)	Ave. waiting time to see or have contact w/ service provider
	% information errors	
	% of people/institutions receiving loan/grant that are eligible for service	
	% of people/institutions eligible for loan/grant receiving service	

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Loans/Grants

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
AGRICULTURE	BUS & INDUSTRY GRANTS/LOANS	# end-product transactions tracked by FmHA Resource Management System - weighted.	% delinquency rate for each state.	Time required to process B&I loans.
AGRICULTURE	MULTIPLE FAMILY HOUSING	# end-product transactions tracked by FmHA Resource Management System - weighted.	% delinquency rate for each state.	Time to respond to complaints. Time to complete CPA audits for complexes of 25 or more apartments.
AGRICULTURE	RURAL HOUSING PROGRAM	# end-product transactions tracked by FmHA - weighted.	% delinquency rate of program nationwide.	Time required to process loans.
COMMERCE	BUS LOAN/GRT SERVICE/GUARANTY	# loans serviced - weighted.	% receivables collected.	Time to process. Time to negotiate settlement.
COMMERCE	MINORITY BUSINESS GRANTS	# grant awards.	# interruptions of client services in loan process.	Cycle time. Time for regions to submit funding packages to headquarters.
EDUCATION	DISCRETIONARY GRANTS	# discretionary grants processed - weighted.	% returned (undeliverable) information verification letters.	% new discretionary grants processed by given date. % continuation discretionary grants processed by given date. % recipients receiving funds immediately after approval.
EDUCATION	FORMULA GRANTS	# grants issued.	% accuracy in computing amount of award.	Lapsed time to process awards.
EDUCATION	PELL GRANTS	# Pell grants awarded.	% error rate of summary reports.	Turnaround time on data processing.
ENERGY	STATE/LOCAL ENERGY ASSIST	# activities completed in grant award process involving appropriated funds and Petroleum Violation Escrow - weighted.	% weatherization projects which meet all DOE quality standards for workmanship and effectiveness.	Time to complete various activities in grant award cycle. Varies according to activity.
EPA	GRANTS MANAGEMENT	# grant-related activities completed.	% grants approved, without revision by chief of Grant Operations.	Time to close-out grants.
NHS	CHILD SUPPORT ENFORCEMENT	# grants awarded - weighted.	% collected by grantees.	Time to issue grant.

*** FUNCTIONAL CATEGORY: Loans/Grants (continued)

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
HUD	TITLE I LOANS	\$ collected.	% cases on which payment is received in a given month. % claims resulting in supplemental claims.	Ave. time to process claims. Ave. time to process (claims payment to first collection contact).
HUD	COMMUNITY DEV BLOCK GRANTS	# of reviews (by type) conducted - weighted.	--	Time to review findings. Time to get monitoring letter grantees.
HUD	SINGLE FAMILY APP PROCESSING	# applications processed.	% claims rate during first year after endorsement.	--
HUD	VOUCHER & SECTION 8 PROG	# annual contributing contracts processed.	--	% contracts executed.
HUD	ASST'D HOUS. SUBSIDY CNTRT ADM	# units under payment.	% cases certified as eligible with correct computations and payment.	% vacancies processed within time standard.
HUD	DISTRIBUTIVE SHARES	# 2042's processed.	N/A	Ave. time to payment.
HUD	MULTIFAM INSURD MORTGAGES	# mortgages serviced.	% mortgages insured	Time for analysis of financial statement.
HUD	MULTIFAMILY ASSIGNED MORTGAGES	# mortgages serviced.	% mortgages requiring no agency action.	Ave. time to payment. Ave. time to respond to requests. \$ of tax penalties charged to HUD.
HUD	SINGLE FAMILY PROP DISPOSITION	# properties acquired, maintained in inventory, and sold - weighted.	% \$ recovered.	Ave. time property remains in inventory.
INTERIOR	HISTORIC PRESERV GRANTS	# grant-related activities - weighted.	% accuracy rate of state grant-related applications received.	Time to process State-submitted documents.
INTERIOR	RECREATION GRTS ADMIN	# inspections conducted; # of conversions resolved - weighted.	% reduction in nationwide ave. of delinquent inspections.	% adherence to periodic schedule for site inspections.
LABOR	SPECIAL TARGETED PROGRAMS	# grants awarded.	# grants which meet all procurement checklist requirements.	Time to complete procurement process.
TRANSPORTATION	MASS TRANSIT GRANTS	# grants awarded and managed - weighted.	% of total documents that are complete.	Time to process

MAINTENANCE FUNCTION

Measures which are commonly used by departments and agencies for the Maintenance functions are listed below.

Quality - % rework rate/defect rate - internal and as reported by customer..
 % work satisfactory to customer.
 % customer complaints per output.

Timeliness - Time to complete job orders/repairs.
 % customer schedules met.

Some other possible measures for the Maintenance functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	# of work/process improvements implemented per month/quarter % technicians/professionals certified competent or periodically recertified under upgraded standards % defect rate for supplier goods or services	
External	Service performance of staff rated on scale by customers or sample of customers (e.g., courtesy of contact personnel, accuracy of information given to customers, etc.). % equipment downtime due to maintenance failure Average time elapsed between repairs/servicing # of citations/complaints for improper disposal of hazardous waste materials	Time to provide service information to customer Ave. time to respond to customer request for service

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Maintenance

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
DEFENSE	MOTOR VEHICLE MAINT. (AF)	Equivalent vehicles (admin. vehicle, mil. design vehicle, and special purpose vehicles) - weighted.	% fleet in-commission rate.	% on-time safety inspections; % on-time scheduled inspections
DEFENSE	REAL PROPERTY MAINTENANCE (AF)	Composite (earned hours & surface area) - weighted.	% rework.	% job orders completed on time.
DEFENSE	DEPOT MAINTENANCE (AF)	Equivalent aircraft maintained - weighted.	% work satisfactory to customer.	
DEFENSE	DEPOT MAINT. OPERATIONS (ARMY)	Equivalent units produced or maintained - weighted.	Composite of internal and customer reported defect rates for aircraft, engines, and exchangeables (weighted measure).	Composite of indicators that track start to finish time against schedules (% repaired on time) and requirements.
DEFENSE	DEPOT MAINT. (MC)	Equivalent units produced or maintained - weighted.	In-process error rate.	% customer schedules met for selected items.
DEFENSE	REAL PROPERTY MAINT./HOUS.(MC)	Ave. # houses occupied and maintenance \$/sq. foot.	Customer complaints per 100,000 labor hours.	% completions on schedule.
DEFENSE	AIRCRAFT MAINTENANCE (NAVY)	Equivalent units maintained (aircraft, engines, & components) - weighted.	% rework.	Time to vacate, repair/maintain and reassign a unit.
DEFENSE	SHIP MAINTENANCE	Equivalent units maintained (type of ship and overhaul) - weighted.	% rework.	% emergency calls completed within time frame.
DEFENSE	WEAPON SYSTEMS MAINT. (NAVY)	Equivalent units maintained (surface launched missiles, air launched missiles, and torpedoes/mines) - weighted.	% work satisfactory to customer.	% regular service calls completed within time frame.
GSA	BUILDING CLEANING	# square feet.	Ave. # of aircraft critical, major, and minor defects.	Ave. time per service call.
GSA	BUILDING MAINTENANCE	# square feet.	Engine cell rejection rate (%).	% repairs/overhauls completed on schedule.
INTERIOR	ROAD MAINTENANCE/CONSTRUCTION	# miles of road constructed and maintained - weighted.	Component defects.	% repairs/overhauls that meet customer schedule.
TRANSPORTATION	MAINT AIR NAVIGATION FAC/EQUIP	# facilities maintained - weighted.	# deficiencies per 10,000 man-days of productive work.	% required delivery dates (RDD) met.
			% vendor materials accepted.	
			% internal acceptance rate.	
			% customer complaints per output.	
			--	--
			--	--
			% paved mileage in BIA-maintained road system.	% funds obligated by end of third quarter for road maintenance construction.
			% BIA agencies with priority-based annual maintenance plans.	# road condition surveys conducted annually.
			% of time equipment and service is available.	Mean time to restore equipment.

NATURAL RESOURCE MANAGEMENT

The Natural Resource Management category consists of functions focusing on a variety of different Natural Resource areas, including forest management, protection of wildlife refuges, and offshore leasing. Measures commonly used by departments and agencies for the Natural Resource Management function are listed below.

Quality - % accuracy rate in complying with regulations/accuracy of information.
customer complaints.

Timeliness - Time to process rules/data/reports.
Time to issue permits
% deadlines met.

Some other possible measures for Natural Resource Management functions are listed below. The measures are kept general and may not apply to all the functions.

MEASURES	QUALITY	TIMELINESS
Internal	% errors by type (clerical, technical, etc.) # of process improvements implemented per month/quarter % of permits/leases processed correctly the first time (also called "first time through" rate)	
External	Service performance rated on scale by surveyed customers (e.g., knowledge and courteousness of contact personnel, accessibility of personnel, etc.)	Time to correct errors

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Natural Resource Management

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
AGRICULTURE	NATIONAL FORESTS (10 REGIONS)	# end-product transactions using market basket approach - weighted.	--	--
AGRICULTURE	SOIL SURVEY PROGRAM	# acres mapped.	Uniform technical standards prescribed by Nat'l Soil Handbook (e.g., adequacy of data).	Months and Years to publish surveys
COMMERCE	FISHERY CONSERVATION	# information actions - weighted.	% errors in NMFS documents published in the Federal Register.	Time to process rules.
INTERIOR	FORESTRY PROGRAM	# activities completed in several major areas - weighted.	% marketable volume offered for sale which sold. % inventories showing measured growth >= previous inventories.	% marketable volume offered for sale each year. Time for furnishing fire occurrence reports to the field.
INTERIOR	LAND MANAGEMENT	# end-product transactions using market basket approach - weighted.	% accuracy rate in adhering to regulations and procedures.	Time to complete various activities.
INTERIOR	MINERAL COMMODITIES	# surveys processed.	% accuracy rate of surveys and integrity of data reported.	Time to process data and generate report.
INTERIOR	RESOURCE EVALUATION	# reports produced.	% accuracy rate and integrity of data reported.	% deadlines met. Time required to extract data for one or more properties.
INTERIOR	CONSTRUCTION - WATER PROJECTS	# contracts awarded - weighted.	Consistency of construction cost with customers' expectations and within engineers' cost estimate. # amendments required to be issued for a specification. # claims per contract. Ave. monetary value of claims to a contract. Total monetary claim amount to a contract/contract bid amount.	Time to provide engineering services. # staff days required to correct and revise designs and specifications after field review.

*** FUNCTIONAL CATEGORY: Natural Resource Management (continued)

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
INTERIOR	OPERATION & MAINTENANCE	Kilowatt-hours of electricity generated and acre-feet of water delivered - weighted.	Actual program accomplishments compared to planned action. Unit availability and forced outages compared to industry norms.	Amount of peaking energy or load following energy produced when needed within bulk power system.
INTERIOR	PLANNING	# interim study products completed - weighted.	Consistency with requirements.	Actual time expended compared to standard time prescribed in Plan of Study.
INTERIOR	REGION 2, FWS PROGRAM	# key work activities involved in conserving fish and wildlife habitat - weighted.	% endangered species listing meeting established standards. # wildlife refuges managed in accord with acquisition plan. # ecological applications for permits reviewed for regulatory compliance.	Time to issue permits. % studies reviewed within time standard.
INTERIOR	OFFSHORE LEASING	# leasing activities performed - weighted.	% accuracy rate and compliance to regulations.	Time to perform leasing activities.
INTERIOR	NATIONAL PARK MAINTENANCE	# maintenance activities performed in four major functional areas - weighted.	Weighted % reduced backlogged work.	% annual increase in work performed.
INTERIOR	SURFACE MINING RECLAMATION	# acres of land reclaimed.	# citizen complaints. % grant funds used for admin. costs. % conformance to regulations.	Time to respond to Congressional complaints. % grant funds obligated by FY end. Time to complete grant applications. # annual inspections of active surface mining operations.

SOCIAL SERVICES/BENEFITS FUNCTION

This category of functions is diverse, including functions such as housing programs, welfare programs, and insurance contracts. Some of the measures which are used by departments and agencies for the Social Services/Benefits functions are listed below.

- Quality - % applications with errors.
 % error rate in processing change of address and benefit adjustments.
 % job placement rate.
- Timeliness - Time to process change of address and benefit adjustments.
 Time to process application or other action (total cycle time from receipt to completion).

Some other possible measures for Social Services/Benefits functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	% errors by type (clerical, technical, etc.)	% deadlines met
	# of process improvements implemented per month/quarter	
	% of benefit claims/applications processed correctly the first time (also called "first time through" rate)	
External	# complaints filed	Time to provide information/forms
	Service performance rated on scale by customers or sample of customers	Time to correct errors
	% customer satisfaction based on survey (could give satisfaction rate on several dimensions)	Ave. waiting time to see or have contact w/ service provider
	% information errors	
	% of people receiving service that are eligible for service	
	% of people eligible for service that are receiving service	

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Social Services/Benefits

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
HHS	AFDC PROGRAM	# grants awarded and # documents issued - weighted.	--	Time to award grants. Time to issue documents.
HHS	REFUGEE RESETTLEMENT	# grants awarded.	% job placement rate.	Time to collect and analyze a sample.
HUD	SINGLE FAMILY LOAN MANAGEMENT	# mortgage notes serviced.	% mortgages which are current. % mortgages delinquent no more than one month. % collections applied in each year.	Ave. time to process vacancy announcements. Time to complete rent comparability studies. Time to respond to service requests.
HUD	INDIAN HOUS DEVT & MODERN	# units constructed or modernized - weighted.	% requisitions paid with back-up invoices.	Ave. time to process requisition.
HUD	INDIAN HOUS MGT & MONITOR	# reviews (by type) conducted - weighted.	# housing authorities designated as "recognized performers".	% review components accomplished within prescribed time frames.
HUD	PUBLIC HOUS DEVT & MODERN	# units constructed or modernized - weighted.	Amount of excess \$\$ available to PHAs.	Ave. time for reservation of funds to obligation.
HUD	PUBLIC HOUS MGT & MONITOR	# reviews (by type) conducted - weighted.	% increase in # recognized PHAs.	% review components accomplished within prescribed time frame.
OPM	SVCS/FEDERAL RETIREES	# actions conducted - weighted.	--	Time to process insurance actions. Time to process change of address.
OPM	HEALTH & LIFE INSURANCE	# health & life insurance contracts and # claims processed.	% error rate in processing change of address, benefit adjustments, and allotment action.	Time to process change of address, benefit adjustments, and allotment actions.
VA	MONUMENTS & HEADSTONES	# applications.	% applications with errors. % monument rework rate.	Time to process application.

SPECIALIZED PRODUCTION FUNCTION

Measures which are most commonly used by departments and agencies for the Specialized Production functions are listed below.

- Quality - # errors reported by customers.
 % rework rate/defect rate.
 % rejection rate.
 % accuracy in adhering to standards/specifications.
- Timeliness - Time to produce.
 Time to fill orders (total cycle time from receipt of order to delivery).
 % of time service is available.
 % customer delivery schedules met.

Some other possible measures for the Specialized Production functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	% errors by type (data input, orders, shipping, administrative, etc.) # of work/process improvements implemented per month/quarter Production equipment repair costs due to failure to do preventive maintenance % defect rate of supplier materials or services	
External	# complaints filed due to defective product, dissatisfaction with service, etc. Service performance of staff rated on scale by customers or sample of customers (e.g., courtesy of personnel, accuracy of information given to customers, etc.) % customer satisfaction with product based on periodic follow-up surveys # citations/complaints for improper disposal of hazardous waste materials	Time to provide service information to customer

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Specialized Production

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
COMMERCE	GEODETTIC CONTROL	# stations.	Ratios of measurement distance accuracies.	# stations that maintained survey schedules.
DEFENSE	MAP/CHART PRODUCTION	# map and chart activities (by type) - weighted	# errors reported by customers. % rework internally.	% items meeting customer delivery schedule by type of item classification.
ENERGY	ENERGY SALES (BONN.)	# gigawatthours of electrical energy produced.	Measures and standards prescribed in BPA's "Reliability Criteria and Standards" (e.g., continuity of service to customers and safe, efficient power systems operations)	% of time electric power is available.
ENERGY	NUCLEAR WEAPONS PRODUCTION	# equivalent output units representing weapons components produced, using a composite model weapon as the standard - weighted.	Product rejection rates (the value of the product lost to scrap and the added cost of rework).	Schedule agreed to in the annual nuclear weapons stockpile memorandum.
ENERGY	ENERGY SALES (WEST.)	# gigawatthours of electrical energy produced.	Power system reliability criteria and standards set by NERC, MAPP, and WSCC.	Time for Area Control Error to return to zero in monitoring of control performance during normal conditions.
GSA	DESIGN AND CONSTRUCTION	# contract awards.	% contracts awarded within range of cost estimate.	% of awards planned/made within a quarter.
INTERIOR	MAP DISTRIBUTION	# published products - weighted.	% accuracy rate of data entry of survey publication items.	Time required to fill survey orders.
INTERIOR	MAP PRODUCTION	# map products produced - weighted.	% accuracy in adhering to standards.	Time to revise cartographic data.
TRANSPORTATION	ENGINEERING GRAPHICS	# designs and graphics produced - weighted.	Rework rates.	--
TREASURY	MANUF. SECURITY PRODUCTS	# currency notes and postage stamps produced.	% manufacturing defect rate according to specifications.	Time to produce.
TREASURY	MANUF. DOMESTIC COINS	# coins produced.	Ratio of scrap metal to total metal used for coins.	Time to produce.

SUPPORT SERVICES/OPERATIONS FUNCTION

This is a very diverse group of functions. The category primarily consists of personnel, procurement, and administrative support related activities. The measures used are, consequently, also diverse. Because of this variation, there are no common quality and timeliness measures for the Support Services/Operations functions.

Some possible general measures which could be applied case-by-case for Support Services/Operations functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	# of process improvements implemented per month/quarter	% deadlines met
	% errors by type (clerical, technical, etc.)	
	% of operations performed correctly the first time	
External	# complaints filed from various customers	Time to provide service to customer
	% customer satisfaction with service performance based on survey (e.g., courtesy of personnel, information given customer is understandable and accurate, staff easily accessible to customer, etc.)	Time to correct errors
	% information errors in documentation, forms, etc.	Ave. time to respond to customer request, return customer call, or answer correspondence

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Support Services/Operations

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
DEFENSE	MILITARY PERSONNEL MGMT.	# transactions processed.	% accuracy of inputs processed and transmitted. % activities rated satisfactory or above during quarterly assessment of IG reports.	Time to notify individuals for assignment. Time to notify Labor Dept. of Military Discharge/Release.
DEFENSE	ARMY RECRUITMENT	# accessions.	% compliance with mandated qualification goals, including various physical and mental categories.	Time to process recruits. % fill of required accession volume within FY.
DEFENSE	FAMILY HOUSING	# dwelling units owned and leased.	% families suitably housed (e.g., structurally sound, no health or safety hazard, within one hour commute).	% housing available upon arrival at duty station.
DEFENSE	PUBLISHING & PRINTING	Production units (# of completed pages per hour).	Cost of spoiled and damaged work as a % of in-house revenues (cost of quality measure).	% on-time deliveries.
EPA	CONTRACT ADMINISTRATION	# acquisition actions completed - weighted.	# mandatory changes per acquisition required as a result of QA staff review.	Time required to complete a given % of actions after the procurement request is received.
GSA	COMMODITY MANAGEMENT	# purchase lines.	% contract coverage for stocked and scheduled items.	% line items on hand under time standard. % schedules delivered to customers before a contract begins.
GSA	TELEPHONE INVENTORY & ACCNTNG	# orders provided.	% orders with errors. Age of discrepancies in orders/billings.	Time to enter order into system. Time to correct errors.
LABOR	TECHNICAL SUPPORT	# investigations, forms processed, assistance activities to mine enforcement - weighted.	% rejection rate of legal/scientific conclusions/recommendations. % compliance w/ regulatory requirements and scientific soundness for approval investigations. % accuracy rate of input for accident/injury/employment data. % accuracy rate of samples weighed for respirable dust.	Time required to complete mine/lab/approval investigations. Time required to complete each data input activity. Time required to weigh dust sample once it is received and time to complete each weighing.
OPM	STAFFING/RECRUITING/EXAMINING	Federal employee turnover (surrogate).	Ave. # of certificates per selection.	Time required to process applicants to job offer.

TESTING/INSPECTION/COMPLIANCE FUNCTION

The measures which are most commonly used by departments and agencies for the Testing/Inspection/Compliance functions are listed below.

Quality - % errors or accuracy rate of tests/data/documentation/reports.
Customer satisfaction as shown through survey results.

Timeliness - Time to process/analyze data/inspect/conduct tests (total cycle time from beginning to completion).
Time to complete/submit reports.

Some other possible measures for the Testing/Inspection/Compliance functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	% of tests/inspections performed correctly the first time	% deadlines met
	% of final reports initially submitted that are accurate, complete, and meet all standards	
	# of process improvements in service implemented per month/quarter	
External	% errors by type	Time to provide information
	Performance rated on scale by customers or sample of customers	
	% customer satisfaction based on survey (could give satisfaction rate on several dimensions)	Time to correct errors
	# complaints filed	
% information errors		

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Testing/Inspections/Compliance

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
AGRICULTURE	QUARANTINE INSPECTIONS	# passengers inspected for departure air/maritime	% penetration of exotic pest/disease admitted legally. # complaints registered.	Time to inspect all passengers and cargo per aircraft.
AGRICULTURE	ANIM HLTH COMPLNCE/ENFORCEMENT	# inspections made at markets and slaughter establishments.	% accuracy rate of detecting infected cattle and swine.	Time required by states to complete investigative report after detection of infection.
AGRICULTURE	ANIM HLTH IMPORT/EXPORT	# animals inspected.	% accuracy rate of detecting foreign/exotic animal disease.	Time for conducting animal blood tests consistent with requirements.
AGRICULTURE	BRUCELLOSIS TESTING	# herds tested.	% accuracy in detection for brucellosis in herds.	Time to conduct blood tests on herd. Time to complete market cattle ident. (MCI) investigation.
AGRICULTURE	VETERINARY BIOLOGICS	# serials of biological product tested.	% accuracy of critical tests performed on all biological products.	--
AGRICULTURE	VETERINARY DIAGNOSTICS	# diagnostic tests completed.	% accuracy of performing tests.	Time to report test results.
AGRICULTURE	GRAIN INSPECTION	# Federal original inspections and reinspections listed in Annual Report to Congress.	% certification accuracy of grain inspected.	Time required for delivery of grain certification.
AGRICULTURE	FOOD STAMP COMPLIANCE	# investigative passes.	% accuracy of documentation and store transactions. % accuracy of investigative reporting.	Time to submit report after final investigative pass.
AGRICULTURE	MEAT & POULTRY INSPECTIONS	# billion pounds meat and poultry products inspected.	% poultry carcasses inspected in % of slaughter establishments. % animal viscera, and carcasses inspected in % of slaughter establishments. % chemical residue sampled in meat & poultry products.	N/A
ENERGY	WEAPONS QUALITY ASSURANCE	# item inspections, quality technical inspections and class 4 audit surveys completed - weighted.	% components/items inspected which conform to design requirements and production specifications. % QA program surveys completed which confirm contractor compliance with DOE quality program requirements	Time to submit audit reports Time to submit QA survey report Time to complete follow-up on findings
EPA	SUPERFUND SITE CLEAN-UP	# major clean-up activities - weighted.	Increased % funds recovered from Potentially Responsible Parties (PRPs) # actions included in EPA community relations plans (developed for removal sites where activities last longer than 45 days)	Timetable for holding public meeting after completion of Remedial Investigation/Feasibility Study Time to conduct preliminary assessments of potentially hazardous waste sites

*** FUNCTIONAL CATEGORY: Testing/Inspections/Compliance (continued)

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
EPA	ENVIRONMENTAL MONITORING	# inspections conducted.	% inspection reports approved without revision.	Time required to conduct an inspection and issue an inspection report.
EPA	FED FACILITIES COMPLIANCE	# education, review and compliance activities completed - weighted.	Customer satisfaction with EPA's technical assistance program, as shown through survey results (of other Federal agencies).	% National Pollutant Discharge Elimination Systems' (NPDES) Notice of Violations issued within the agency-prescribed timeliness standards.
EPA	PESTICIDES REGISTRATION	# old Chemical Reviews and amended Registration Reviews completed - weighted.	# review cycles per registration for both high and low priority requests.	Time required to complete a given % of actions after the procurement request is received.
HHS	SAMPLING FOOD IMPORTS	# samples collected/analyzed.	# and quality of information materials (sheets, pamphlets, etc.) produced on food imports.	Time to collect and analyze a sample.
HHS	PRO (PEER) REVIEWS	# reviews completed.	# of food products covered. # correction actions successfully completed within timeframe.	Time to complete a review.
INTERIOR	MINERALS DATA ANALYSIS	# environmental documents reviewed.	% documents in error.	Time to review documents.
INTERIOR	TAX INCENTIVE REVIEW	# activities completed in four major areas - weighted.	% compliance with standards.	Time to review certification applications.
INTERIOR	WATER QUALITY LABS	# water sample analyses.	% accuracy rate of analytical data.	Time to analyze data.
INTERIOR	GEOCHEMICAL ANALYSIS	# standard geochemical analyses completed.	% accuracy in performing analyses.	Time to complete analyses.
JUSTICE	FORENSIC EXAMINATIONS	# forensic science examinations completed.	% accuracy rate of examination based on standard.	Time to process (response).
LABOR	FEDERAL CONTRACT COMPLIANCE	# of compliance reviews (by type) and related activities - weighted.	--	Reduction of compliance reviews in inventory over 240 days. Reduction of complaints in inventory over 180 days.
LABOR	WAGE/HOUR COMPLIANCE	# of investigative and compliance activities - weighted.	# employees assisted and amount of wages (\$) restored.	Reduction of complaints in inventory over 240 days.
LABOR	NINE ENFORCEMENT	# regular and other inspections - weighted.	# citations returned for correction; # citations/orders vacated/modified.	Completion of mandated inspections annually; Time taken to complete discrimination investigations.
TRANSPORTATION	HAZARDOUS MATERIALS INSPECTION	# inspections completed.	% conformance of hazardous materials to quality checklist.	Time to complete an inspection.
TRANSPORTATION	COMMERCIAL SHIP REVIEW	# plans reviewed and approved.	% adherence of ships to specifications. # overturned appeals.	Time required to respond.
TREASURY	SPECIAL OCCP'L. TAX COLLECTION	# businesses paying tax.	# delinquent collections. # undeliverable mailings. # months of interest or penalties due.	Time to issue non-compliance letter/taxpayer delinquency referral.
TREASURY	CARGO EXAM	# of entries examined - weighted.	% accurately classified and assessed based on quality review.	Time to complete exam of cargo.

TRANSPORTATION/TRAFFIC MANAGEMENT

All of the Transportation/Traffic management functions are in the Department of Transportation. These functions primarily consist of aviation and maritime related activities. Examples of some of the measures used are listed below.

Quality - # operational errors.
% of time navigational signal is available.

Timeliness - # air traffic delays.
Time to service.

Some other possible measures for Transportation/Traffic Management functions are listed below.

MEASURES	QUALITY	TIMELINESS
Internal	% errors by type # of new procedures/process improvements developed/implemented per month/quarter	
External	Performance rated on scale by surveyed customers # complaints filed % information errors	Time to correct errors

OUTPUT, QUALITY & TIMELINESS
MEASURES

*** FUNCTIONAL CATEGORY: Transportation/Traffic Management

AGENCY	FUNCTION	OUTPUT	Quality Measure	Timeliness Measure
TRANSPORTATION	AVIATION STANDARDS	# instrument approach procedures developed - weighted.	--	Time to develop an instrument approach procedure.
TRANSPORTATION	FLIGHT ASSISTANCE	# flight services provided (by type) - weighted.	# calls lost.	--
TRANSPORTATION	AIR TRAFFIC CONTROL CTRS	# aircraft handled - weighted.	# operational errors.	# air traffic delays.
TRANSPORTATION	AIR TRAFFIC CONTROL TOWERS	# total aircraft operations and total instrument operations - weighted.	# operational errors.	# air traffic delays.
TRANSPORTATION	MOTOR CARRIER SAFETY	# safety reviews completed, # reviews conducted, and # enforcement reports completed - weighted.	# reviews completed without error.	--
TRANSPORTATION	NATIONAL DEFENSE RESERVE FLEET	# of NDRF ships services and/or activated - weighted.	# ships meeting maintenance and activation quality check list	# ships activated within established time frames.
TRANSPORTATION	SHORT RANGE AIDS TO NAVIGATION	# aids to navigation maintained.	% time signal available.	Time to service.
TRANSPORTATION	SEARCH AND RESCUE	Total productive search hours	% false alarm hours of total search hours.	--

38-a

LIST OF PROGRAMS BY AGENCY

FUNCTIONS BY AGENCY

Agency Compartment	Function	Major Functional Category	Output
** AGENCY: AGRICULTURE			
NAL	LIBRARY SERVICES	Information Services	# end-product transactions. - weighted
AMS	MEAT GRADING	Licensing/Certification	# pounds certified.
AMS	POULTRY GRADING	Licensing/Certification	# pounds graded.
AMS	COTTON GRADING	Licensing/Certification	# pounds certified.
AMS	DAIRY GRADING	Licensing/Certification	# pounds certified.
FmHA	BUS & INDUSTRY GRANTS/LOANS	Loans/Grants	# end-product transactions tracked by FmHA Resource Management System. - weighted
FmHA	MULTIPLE FAMILY HOUSING	Loans/Grants	# end-product transactions tracked by FmHA Resource Management System. - weighted
FmHA	RURAL HOUSING PROGRAM	Loans/Grants	# end-product transactions tracked by FmHA
FS	NATIONAL FORESTS (10 REGIONS)	Natural Resource Management	# end-product transactions using market basket approach. - weighted
SCS	SOIL SURVEY PROGRAM	Natural Resource Management	# acres mapped.
APHIS	QUARANTINE INSPECTIONS	Testing/Inspections/Compliance	# passengers inspected for departure air/maritime
APHIS	ANIM HLTH COMPLNCE/ENFORCEMENT	Testing/Inspections/Compliance	# inspections made at markets and slaughter establishments.
APHIS	ANIM HLTH IMPORT/EXPORT	Testing/Inspections/Compliance	# animals inspected.
APHIS	BRUCELLOSIS TESTING	Testing/Inspections/Compliance	# herds tested.
APHIS	VETERINARY BIOLOGICS	Testing/Inspections/Compliance	# serials of biological product tested.
APHIS	VETERINARY DIAGNOSTICS	Testing/Inspections/Compliance	# diagnostic tests completed.
FGIS	GRAIN INSPECTION	Testing/Inspections/Compliance	# Federal original inspections and reinspections listed in Annual Report to Congress.
FNS	FOOD STAMP COMPLIANCE	Testing/Inspections/Compliance	# investigative passes.
FSIS	MEAT & POULTRY INSPECTIONS	Testing/Inspections/Compliance	# billion pounds meat and poultry products inspected.

Agency Compartment	Function	Major Functional Category	Output
** AGENCY: COMMERCE			
ITA	IMPORT ADMINISTRATION	Claims/Applications	# petitions processed.
PTO	MAIL & FEE PROCESSING	Claims/Applications	# applications and fees processed.
PTO	PATENT APPLICATION REVIEW	Claims/Applications	# applications reviewed.
	COMMERCE BUSINESS DAILY	Information Services	# synopses printed in CBD.
CENSUS	DATA COLLECTION	Information Services	# sample units completed (households).
CENSUS	PUBLICATIONS SERVICES	Information Services	# pages produced (text and graphics).
NOAA	OCEAN DATA SERVICES	Information Services	Amount of data archived.
NOAA	WEATHER FORECASTING	Information Services	p warnings and forecasts.
NOAA	GEOPHYSICAL DATA SVCS	Information Services	Amount of data collected/disseminated.
NOAA	OCEANOGRAPHY/MARINE ASSESSMENT	Information Services	Amount of data collected/disseminated.
NOAA	FISHERIES INFORMATION	Information Services	# info. requests processed.
NTIS	CLEARINGHOUSE	Information Services	# customers serviced.
ITA	EXPORT LICENSING	Licensing/Certification	# licenses processed by type.
NTIA	SPECTRUM MANAGEMENT	Licensing/Certification	# frequency assignments.
PTO	PATENT EXAMINATIONS	Licensing/Certification	# patent actions.
PTO	TRADEMARK EXAMINATIONS	Licensing/Certification	# applications processed.
PTO	PATENT NOTIFICATION	Licensing/Certification	# notification actions.
EDA	BUS LOAN/GRT SERVICE/GUARANTY	Loans/Grants	# loans serviced.
MBDA	MINORITY BUSINESS GRANTS	Loans/Grants	# grant awards.
NOAA	FISHERY CONSERVATION	Natural Resource Management	# information actions.
NOAA	GEODETC CONTROL	Specialized Production	# stations.

Agency Compartment	Function	Major Functional Category	Output
** AGENCY: DEFENSE			
AIR FORCE	BASE COMMUNICATIONS	Communications	# messages transmitted and received.
AIR FORCE	BASE SUPPLY	Distribution Services	# issues and due notices.
AIR FORCE	DEPOT SUPPLY	Distribution Services	# issues and receipts.
AIR FORCE	INVENTORY CONTROL	Distribution Services	# items managed and # engineering actions. - weighted
ARMY	SUPPLY DEPOT OPERATIONS	Distribution Services	# receipts and issues.
DLA	SUPPLY OPERATIONS	Distribution Services	\$ value of sales.
DLA	DEFENSE REUTIL./MKTG. SERVICE	Distribution Services	# line items disposed. - weighted
NAVY	SUPPLY DISTRIBUTION	Distribution Services	# issues and receipts.
AIR FORCE	RECRUIT TRAINING	Education/Training	# graduates.
DEF MAPPING	PROFESSIONAL EDUCATION	Education/Training	# student years (weighted by length of course). - weighted
MARINE CORPS	MILITARY TRAINING AND EDUC.	Education/Training	Training load (ave. # of students annually. Formula aggregates different length courses, adjusted for attrition).
AIR FORCE	ACCOUNTING & FINANCE	Financial Services	Composite (workload & # of actual transactions) - weighted
ARMY	MILITARY PAY	Financial Services	# active army accounts.
ARMY	RETIRED PAY ACCOUNTS	Financial Services	Ave. # of accounts.
DLA	CONTRACT PAYMENT	Financial Services	# invoices paid.
NAVY	DENTAL CARE	Health Services	Composite time value-CTV (dental procedures). - weighted
DCAA	CONTRACT AUDITING	Investigation/Enforcement	# of audit reports and audit services provided. - weighted
DEF INV SERV	INDUSTRIAL SECURITY	Investigation/Enforcement	# actions completed: reinvestigations, personnel security questionnaires, interim grants, continuous grants, and adverse information reports. - weighted
DEF INV SERV	PERSONNEL SECURITY INVESTIGATIONS	Investigation/Enforcement	# cases closed.
AIR FORCE	MOTOR VEHICLE MAINT. (AF)	Maintenance	Equivalent vehicles (admin. vehicle, mil. design vehicle, and special purpose vehicles). - weighted
AIR FORCE	REAL PROPERTY MAINTENANCE (AF)	Maintenance	Composite (earned hours & surface area). - weighted
AIR FORCE	DEPOT MAINTENANCE (AF)	Maintenance	Equivalent aircraft maintained. - weighted
ARMY	DEPOT MAINT. OPERATIONS (ARMY)	Maintenance	Equivalent units produced or maintained. - weighted
MARINE CORPS	DEPOT MAINTENANCE (MC)	Maintenance	Equivalent units produced or maintained. - weighted
MARINE CORPS	REAL PROPERTY MAINT./HOUS.(MC)	Maintenance	Ave. # houses occupied and maintenance \$/sq. foot.
NAVY	AIRCRAFT MAINTENANCE (NAVY)	Maintenance	Equivalent units maintained (aircraft, engines, & components). - weighted
NAVY	SHIP MAINTENANCE	Maintenance	Equivalent units maintained (type of ship and overhaul). - weighted
NAVY	WEAPON SYSTEMS MAINT. (NAVY)	Maintenance	Equivalent units maintained (surface launched missiles, air launched missiles, and torpedoes/mines). - weighted
DEF MAPPING	MAP/CHART PRODUCTION	Specialized Production	# map and chart activities (by type). - weighted
AIR FORCE	MILITARY PERSONNEL MGMT.	Support Services/Operations	# transactions processed.
ARMY	ARMY RECRUITMENT	Support Services/Operations	# accessions.
ARMY	FAMILY HOUSING	Support Services/Operations	# dwelling units owned and leased.
NAVY	PUBLISHING & PRINTING	Support Services/Operations	Production units (# of completed pages per hour).

Agency Compartment	Function	Major Functional Category	Output
** AGENCY: EDUCATION			
OPE/OSFA & OHEP	ELIGIB & CERT/INSTIT HIGHER ED	Licensing/Certification	# submissions processed for determinations of eligibility and certification.
DEPT-WIDE	DISCRETIONARY GRANTS	Loans/Grants	# discretionary grants processed.
DEPT-WIDE	FORMULA GRANTS	Loans/Grants	# grants issued.
DEPT-WIDE	PELL GRANTS	Loans/Grants	# Pell grants awarded.
** AGENCY: ENERGY			
CONS/RENEW EN	STATE/LOCAL ENERGY ASSIST	Loans/Grants	# activities completed in grant award process involving appropriated funds and Petroleum Violation Escrow.
BNVLE POW ADM	ENERGY SALES (BOWN.)	Specialized Production	# gigawatthours of electrical energy produced.
DEFENSE PROGRAM	NUCLEAR WEAPONS PRODUCTION	Specialized Production	# equivalent output units representing weapons components produced, using a composite model weapon as the standard.
WAPA	ENERGY SALES (WEST.)	Specialized Production	# gigawatthours of electrical energy produced.
ALBUQUERQUE	WEAPONS QUALITY ASSURANCE	Testing/Inspections/Compliance	# item inspections, quality technical inspections and class 4 audit surveys completed.
** AGENCY: EPA			
GRANTS ADMIN	GRANTS MANAGEMENT	Loans/Grants	# grant-related activities completed.
	CONTRACT ADMINISTRATION	Support Services/Operations	# acquisition actions completed.
	SUPERFUND SITE CLEAN-UP	Testing/Inspections/Compliance	# major clean-up activities.
ENV SRV DIV	ENVIRONMENTAL MONITORING	Testing/Inspections/Compliance	# inspections conducted.
OFC EXTRNL AFRS	FED FACILITIES COMPLIANCE	Testing/Inspections/Compliance	# education, review and compliance activities completed.
OFC PEST REG	PESTICIDES REGISTRATION	Testing/Inspections/Compliance	# old Chemical Reviews and Amended Registration Reviews completed.

Agency Compartment	Function	Major Functional Category	Output	
** AGENCY: GSA				
FED SUPPLY SERV ADMINISTRATION	CARRIER CLAIMS PROC REPRODUCTION/PRINTING/DISTRIB.	Claims/Applications Distribution Services	# carrier protests of audit in claims processed. # printed pages.	- weighted
FED SUPPLY SERV ADMINISTRATION	RETAIL SUPPLY TRAINING CENTER	Distribution Services Education/Training	# line items filled. # students trained.	
FPRS PUBL BUILD SERV	REAL PROPERTY ASSET MGT PROTECTION AND SECURITY	Financial Services Investigation/Enforcement	# dispositions. # square feet (protected).	
PUBL BUILD SERV	BUILDING CLEANING	Maintenance	# square feet.	
PUBL BUILD SERV	BUILDING MAINTENANCE	Maintenance	# square feet.	
PUBL BUILD SERV	DESIGN AND CONSTRUCTION	Specialized Production	# contract awards.	
FED SUPPLY SERV	COMMODITY MANAGEMENT	Support Services/Operations	# purchase lines.	
IRM SERVICES	TELEPHONE INVENTORY & ACCNTNG	Support Services/Operations	# orders provided.	
** AGENCY: HHS				
HCFA	MEDICARE CLAIMS PROC	Claims/Applications	# claims processed.	
HCFA	MEDICAID PYMNT/STATES	Claims/Applications	# reviews completed.	
SSA	RETIREMENT/SURVIVORS INSURANCE	Claims/Applications	# claims processed.	- weighted
SSA	DISABILITY INSURANCE	Claims/Applications	# claims adjudicated.	- weighted
SSA	SOCIAL SECURITY NUMBERS ADMIN.	Claims/Applications	# requests processed.	
OCR	COMPLAINT INVESTIGATIONS	Investigation/Enforcement	# investigations completed.	
FDA	MEDICAL DEVICES PROGRAM	Licensing/Certification	# decisions made on applications to investigate or market new medical devices.	- weighted
FDA	ANIMAL DRUGS/FEEDS PROD REV	Licensing/Certification	# decisions on applications for new drugs or feed products.	
FSA	CHILD SUPPORT ENFORCEMENT	Loans/Grants	# grants awarded.	- weighted
FSA	AFDC PROGRAM	Social Services/Benefits	# grants awarded and # documents issued.	- weighted
FSA	REFUGEE RESETTLEMENT	Social Services/Benefits	# grants awarded.	
FDA	SAMPLING FOOD IMPORTS	Testing/Inspections/Compliance	# samples collected/analyzed.	
HCFA	PRO (PEER) REVIEWS	Testing/Inspections/Compliance	# reviews completed.	

Agency Compartment	Function	Major Functional Category	Output
** AGENCY: HUD			
ADMIN	SINGLE FAM CLAIMS PROC	Claims/Applications	# claims paid.
HOUSING	SINGLE FAMILY INSURANCE	Claims/Applications	# accounts processed and mortgages reviewed. - weighted
ADMIN/HOUSING	TITLE I LOANS	Loans/Grants	\$ collected.
COM. DEVEL.	COMMUNITY DEV BLOCK GRANTS	Loans/Grants	# of reviews (by type) conducted. - weighted
HOUSING	SINGLE FAMILY APP PROCESSING	Loans/Grants	# applications processed.
HOUSING	VOUCHER & SECTION 8 PROG	Loans/Grants	# annual contributing contracts processed.
HOUSING	ASST'D HOUS. SUBSIDY CNTRT ADM	Loans/Grants	# units under payment.
HOUSING	DISTRIBUTIVE SHARES	Loans/Grants	# 2042's processed.
HOUSING	MULTIFAM INSURD MORTGAGES	Loans/Grants	# mortgages serviced.
HOUSING	MULTIFAMILY ASSIGNED MORTGAGES	Loans/Grants	# mortgages serviced.
HOUSING	SINGLE FAMILY PROP DISPOSITION	Loans/Grants	# properties acquired, maintained in inventory, and sold. - weighted
HOUSING	SINGLE FAMILY LOAN MANAGEMENT	Social Services/Benefits	# mortgage notes serviced.
IND/PUB HOUSING	INDIAN HOUS DEVT & MODERN	Social Services/Benefits	# units constructed or modernized. - weighted
IND/PUB HOUSING	INDIAN HOUS MGT & MONITOR	Social Services/Benefits	# reviews (by type) conducted. - weighted
IND/PUB HOUSING	PUBLIC HOUS DEVT & MODERN	Social Services/Benefits	# units constructed or modernized. - weighted
IND/PUB HOUSING	PUBLIC HOUS MGT & MONITOR	Social Services/Benefits	# reviews (by type) conducted. - weighted

Agency Compartment	Function	Major Functional Category	Output
** AGENCY: INTERIOR			
MMS	ROYALTY PAYMENTS	Financial Services	# accounting lines processed.
OSMRE	COAL MINE ASSESS/COLLECTIONS	Financial Services	# cases resolved.
BIA	LAW ENFORCEMENT	Investigation/Enforcement	# cases completed (includes total arrests and # clearances by exception).
BIA	REAL ESTATE APPRAISALS	Licensing/Certification	# real estate appraisal activities completed. - weighted
NPS	HISTORIC PRESERV GRANTS	Loans/Grants	# grant-related activities. - weighted
NPS	RECREATION GRTS ADMIN	Loans/Grants	# inspections conducted; # of conversions resolved. - weighted
BIA	ROAD MAINTENANCE/CONSTRUCTION	Maintenance	# miles of road constructed and maintained. - weighted
BIA	FORESTRY PROGRAM	Natural Resource Management	# activities completed in several major areas. - weighted
BLM	LAND MANAGEMENT	Natural Resource Management	# end-product transactions using market basket approach. - weighted
BM	MINERAL COMMODITIES	Natural Resource Management	# surveys processed.
BM	RESOURCE EVALUATION	Natural Resource Management	# reports produced.
BUREC	CONSTRUCTION - WATER PROJECTS	Natural Resource Management	# contracts awarded. - weighted
BUREC	OPERATION & MAINTENANCE	Natural Resource Management	Kilowatt-hours of electricity generated and acre-feet of water delivered. - weighted
BUREC	PLANNING	Natural Resource Management	# interim study products completed. - weighted
FWS	REGION 2, FWS PROGRAM	Natural Resource Management	# key work activities involved in conserving fish and wildlife habitat. - weighted
MMS	OFFSHORE LEASING	Natural Resource Management	# leasing activities performed. - weighted
NPS	NATIONAL PARK MAINTENANCE	Natural Resource Management	# maintenance activities performed in four major functional areas. - weighted
OSMRE	SURFACE MINING RECLAMATION	Natural Resource Management	# acres of land reclaimed.
USGS	MAP DISTRIBUTION	Specialized Production	# published products. - weighted
USGS	MAP PRODUCTION	Specialized Production	# map products produced. - weighted
BM	MINERALS DATA ANALYSIS	Testing/Inspections/Compliance	# environmental documents reviewed.
NPS	TAX INCENTIVE REVIEW	Testing/Inspections/Compliance	# activities completed in four major areas. - weighted
USGS	WATER QUALITY LABS	Testing/Inspections/Compliance	# water sample analyses.
USGS	GEOCHEMICAL ANALYSIS	Testing/Inspections/Compliance	# standard geochemical analyses completed.

Agency Compartment	Function	Major Functional Category	Output
** AGENCY: JUSTICE			
INS	ALIEN APPLICATIONS	Claims/Applications	# petitions or applications processed.
BOP	INCARCERATION	Investigation/Enforcement	Ave. daily inmate population.
INS	ALIEN INVESTIGATIONS	Investigation/Enforcement	# cases closed.
USMS	PRISONER TRANSPORT	Investigation/Enforcement	# prisoner movements.
USMS	RECEIPT/PROCESSING OF PRISONERS	Investigation/Enforcement	# prisoners processed.
FBI	FINGERPRINT OPERATIONS	Information Services	# cards and related correspondence processed.
USMS	SERVICE OF LEGAL PROCESS	Legal Action/Adjudication	# court orders served.
FBI	FORENSIC EXAMINATIONS	Testing/Inspections/Compliance	# forensic science examinations completed.
** AGENCY: LABOR			
ESA	FECA PROGRAM	Claims/Applications	# wage loss claims activities.
ETA	JOB CORPS TRAINING	Education/Training	# service years. - weighted
ETA	APPRENTICESHIP & TRAINING	Education/Training	# new apprentices registered; - weighted
MSHA	EDUCATION/TRAINING	Education/Training	# apprentice programs developed and installed. - weighted
			# direct training student days;
			# supported training student days;
			# training materials developed;
			# publications distributed.
OIG	IG AUDITS	Investigation/Enforcement	# audits completed.
OIG	INVESTIGATIONS	Investigation/Enforcement	# completed investigations.
OLMS	COMPLIANCE AUDITS	Investigation/Enforcement	# audits completed.
OLMS	PROCESSING FINANCIAL REPORTS	Investigation/Enforcement	# union financial reports processed.
OLMS	UNION INVESTIGATIONS	Investigation/Enforcement	# cases closed.
OSHA	DISCRIMINATION INVESTIGATIONS	Investigation/Enforcement	# cases settled.
PHBA	ENFORCEMENT	Investigation/Enforcement	# investigations and limited reviews.
BLS	PRODUCTION OF STATISTICS	Information Services	Statistics produced or published (by type). - weighted
BRB	CASE DECISION REVIEW	Legal Action/Adjudication	# cases disposed. - weighted
OALJ	CASE ADJUDICATION	Legal Action/Adjudication	# dispositions issued.
ETA	ALIEN LABOR CERTIFICATION	Licensing/Certification	# applications completed.
ETA	SPECIAL TARGETED PROGRAMS	Loans/Grants	# grants awarded.
MSHA	TECHNICAL SUPPORT	Support Services/Operations	# investigations, forms processed, assistance activities to mine enforcement. - weighted
ESA	FEDERAL CONTRACT COMPLIANCE	Testing/Inspections/Compliance	# of compliance reviews (by type) and related activities. - weighted
ESA	WAGE/HOUR COMPLIANCE	Testing/Inspections/Compliance	# of investigative and compliance activities. - weighted
MSHA	MINE ENFORCEMENT	Testing/Inspections/Compliance	# regular and other inspections. - weighted

Agency Compartment	Function	Major Functional Category	Output	
** AGENCY: NASA				
DEPT-WIDE OFFICE OF MGT	TECHNOLOGY UTILIZATION SCIENTIFIC & TECHNICAL PUBS	Information Services Information Services	# tech. briefs produced. # pages in scientific and tech. reports.	- weighted
** AGENCY: OPM				
TRAINING/INVEST TRAINING/INVEST RETIREMNT/INSUR RETIREMNT/INSUR	NON-CLASSROOM TRAINING BACKGROUND INVESTIGATIONS SVCS/FEDERAL RETIREES HEALTH & LIFE INSURANCE	Education/Training Investigation/Enforcement Social Services/Benefits Social Services/Benefits	# students trained. # background investigations. # actions conducted. # health & life insurance contracts and # claims processed.	- weighted - weighted
CAREER ENTRY	STAFFING/RECRUITING/EXAMINING	Support Services/Operations	Federal employee turnover (surrogate).	
** AGENCY: STATE				
CONSULAR AFFAIR FOR SVC INSTIT	PASSPORT SERVICES AREA TRAINING	Claims/Applications Education/Training	# passports issued. # student hours of training (basic and advance studies).	- weighted
FOR SVC INSTIT FOR SVC INSTIT DIPLOMATIC SEC. POL-MIL AFFAIRS	FOR LANGUAGE TRAINING FUNCTIONAL TRAINING PERSONNEL INVESTIGATIONS MUNITIONS LICENSING	Education/Training Education/Training Investigation/Enforcement Licensing/Certification	# student hours of training. # student hours of training (eight categories). # investigative cases by type. # licenses issued.	- weighted - weighted - weighted

Agency Compartment	Function	Major Functional Category	Output
** AGENCY: TRANSPORTATION			
FAA	SUPPLY AND INVENTORY	Distribution Services	# orders processed.
NHTSA	DEFECT INVESTIGATION	Investigation/Enforcement	# investigations completed. - weighted
UMTA	MASS TRANSIT GRANTS	Loans/Grants	# grants awarded and managed. - weighted
FAA	MAINT AIR NAVIGATION FAC/EQUIP	Maintenance	# facilities maintained. - weighted
FAA	ENGINEERING GRAPHICS	Specialized Production	# designs and graphics produced. - weighted
RSPA	HAZARDOUS MATERIALS INSPECTION	Testing/Inspections/Compliance	# inspections completed.
USCG	COMMERCIAL SHIP REVIEW	Testing/Inspections/Compliance	# plans reviewed and approved.
FAA	AVIATION STANDARDS	Transportation/Traffic Mgmt.	# instrument approach procedures developed. - weighted
FAA	FLIGHT ASSISTANCE	Transportation/Traffic Mgmt.	# flight services provided (by type). - weighted
FAA	AIR TRAFFIC CONTROL CTRS	Transportation/Traffic Mgmt.	# aircraft handled. - weighted
FAA	AIR TRAFFIC CONTROL TOWERS	Transportation/Traffic Mgmt.	# total aircraft operations and total instrument operations. - weighted
FHWA	MOTOR CARRIER SAFETY	Transportation/Traffic Mgmt.	# safety reviews completed, # reviews conducted, and # enforcement reports completed. - weighted
MARAD	NATIONAL DEFENSE RESERVE FLEET	Transportation/Traffic Mgmt.	# of NDRF ships services and/or activated
USCG	SHORT RANGE AIDS TO NAVIGATION	Transportation/Traffic Mgmt.	# aids to navigation maintained. - weighted
USCG	SEARCH AND RESCUE	Transportation/Traffic Mgmt.	Total productive search hours

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