

GAO

United States General Accounting Office

Fact Sheet for the Attorney General

June 1995

# MANAGING FOR RESULTS

## The Department of Justice's Initial Efforts to Implement GPRA



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**General Government Division**

B-259794

June 20, 1995

**The Honorable Janet Reno  
The Attorney General**

Dear Madam Attorney General:

The Government Performance and Results Act of 1993<sup>1</sup> (GPRA) was passed to, among other things, improve the effectiveness and efficiency of federal programs by establishing a system to set performance goals and measure results. To prepare for the GPRA requirements, the Assistant Attorney General for Administration requested performance measurement information from the Department of Justice components as part of the fiscal year 1996 budget process.

GPRA requires us to report to Congress by June 1997 on its implementation. We are reviewing the Department of Justice's GPRA implementation as part of this reporting mandate. As we were systematically collecting information from each Justice component about its implementation of GPRA, the Department requested that we report to it what we found because this information had not been consolidated at the Department level. This fact sheet provides information that addresses questions from the Department's components to assist them in developing performance measures and discusses the processes used to develop the fiscal year 1996 exhibits,<sup>2</sup> implementation questions and concerns, and performance measures<sup>3</sup> used in the exhibits.

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**Results in Brief**

In accordance with the National Performance Review (NPR) and the Office of Management and Budget's (OMB) recommendations, the Department has begun to develop measures of outputs and outcomes in advance of the GPRA timetable. The Department expects these actions to lay a good foundation for implementing GPRA at the Department.

Our initial review of the development of the Department's first performance measurement exhibits revealed that the components

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<sup>1</sup>P.L. 103-62, August 3, 1993.

<sup>2</sup>The exhibits contained, among other things, the mission statement, general goals and objectives, annual performance goals, and performance indicators for each component.

<sup>3</sup>In this fact sheet, we use the term "performance measure" or "measure" to mean what is being used to gauge achievement of program goals. However, when referring specifically to the performance indicators in the components' performance measurement exhibits, we use the term "performance indicator" or "indicator."

- used five general processes to develop the exhibits. Four of these processes involved getting input from program staff.
- had a variety of questions and concerns about implementing a performance measurement system. A number of these questions pertained to how OMB would analyze and use the performance data. OMB officials stated that they are continuing to learn how to use performance measures in the budget process. They noted that it is crucial that OMB interpret program results and take into account reasons why goals may not have been met.
- developed a number of output and outcome measures for a variety of activities. (The terms "output" and "outcome" are defined in the glossary.)

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## Background

GPRA was enacted in August 1993 to, among other things, improve the internal management of the federal government, initiate program performance reform, improve federal program effectiveness and public accountability, and improve public confidence in the federal government. Congress passed GPRA because it found that a lack of precise goals and performance information on federal program results had hindered federal managers from improving program effectiveness and efficiency. It also found the same lack of clear goals and information on results had hindered congressional policymaking, spending decisions, and oversight. GPRA requires federal agencies<sup>4</sup> to develop a strategic plan by the end of fiscal year 1997 that covers a period of not less than 5 years. Agencies are to prepare annual program performance plans beginning with their budget requests for fiscal year 1999. The program performance plans are to (1) describe how the agencies will meet their program goals through daily operations and (2) establish target levels of performance for program activities. Each year, in accordance with GPRA, agencies are to submit to the President and Congress a report on program performance for the previous fiscal year. The report is to evaluate and compare program achievements to the program goals in the relevant performance plan. When a goal is not met, the report is to contain an explanation of why and the actions needed to achieve the goal. The first report is due no later than March 31, 2000.

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<sup>4</sup>GPRA defines the term "agency" to mean an executive agency (an executive department, a government corporation, and an independent establishment) but does not include the Central Intelligence Agency, the General Accounting Office, the Panama Canal Commission, the U.S. Postal Service, and the Postal Rate Commission.

GPRA's provisions are being phased in throughout the federal government, beginning with a series of pilot projects<sup>5</sup> in program performance measurement. Though GPRA does not call for strategic plans from agencies until the end of fiscal year 1997, OMB and NPR encouraged the nonpilot agencies to begin implementing GPRA early. OMB noted that it may take time for agencies to develop outcome measures. In its guidance on the preparation of agency fiscal year 1996 budget requests, OMB stated that "it is recognized that implementation of GPRA and the development of output and outcome measures is a difficult and complex process." The guidance further stated that efforts started in 1994 "are expected to be a first step toward development of policies, procedures, and practices which will evolve over the course of . . . GPRA."

Consistent with the NPR and OMB guidance, the Department decided to get an early start in implementing GPRA. The Assistant Attorney General for Administration instructed components throughout the Department to submit two performance measurement exhibits to supplement their fiscal year 1996 budget requests.<sup>6</sup> The first exhibit required a statement of the component's mission and general performance goals and objectives, as well as a brief explanation of key external factors that could affect achievement of the general goals and objectives. The second exhibit was to contain annual performance goals and performance indicators for each program decision unit<sup>7</sup> within the component.

In May 1993, prior to the passage of GPRA, the Attorney General announced that the Department would be developing a performance measurement system. The products of this effort, however, were incorporated by the Department into its GPRA implementation once the law was enacted.

## Processes Used to Develop Exhibits

The Department did not prescribe a process for the components to use to develop the performance measurement exhibits. We identified, through our interviews with the components, five general processes used to develop the annual performance goals and indicators exhibits. Table 1 lists processes the components used.

<sup>5</sup>The Department has seven pilot projects: four in the FBI and one each in the Bureau of Prisons, Justice Management Division, and Deputy Attorney General's Office.

<sup>6</sup>The Department's leadership offices and some of the smaller components were not required to submit the annual performance goals and indicators exhibit.

<sup>7</sup>Program decision units are budgetary breakouts within the components. The components were not required to provide goals and indicators for program decision units that provide support to operating programs, such as training, management and administration, and automated data processing.

**Table 1: Processes Components Used to Develop the Annual Performance Goals and Indicators Exhibit**

Process	Description	Components
Central committee with unit representatives	A committee was formed with representatives from each program decision unit; subgroups worked on the annual performance goals and indicators for their respective program decision units.	<ul style="list-style-type: none"> <li>•National Institute of Corrections</li> <li>•Tax Division</li> </ul>
Program unit with central body assistance	Each program decision unit developed its annual performance goals and indicators with assistance provided by a central coordinating body; this central body consolidated the input from the program decision units and produced the exhibit.	<ul style="list-style-type: none"> <li>•Bureau of Prisons</li> <li>•Federal Bureau of Investigation</li> <li>•Justice Management Division</li> <li>•National Drug Intelligence Center</li> <li>•Office of the Inspector General</li> <li>•Office of Justice Programs</li> </ul>
Central body with program input	A central body developed the exhibit using input solicited from program decision units.	<ul style="list-style-type: none"> <li>•Criminal Division</li> <li>•Drug Enforcement Administration</li> <li>•U.S. National Central Bureau</li> </ul>
Central body with prior program input	A central body developed the exhibit using preexisting documents that were created with input from program decision units.	<ul style="list-style-type: none"> <li>•Civil Division</li> <li>•Community Relations Service</li> <li>•Environment and Natural Resources Division</li> <li>•Executive Office of Asset Forfeiture</li> <li>•Executive Office for Immigration Review</li> <li>•Immigration and Naturalization Service</li> <li>•Organized Crime Drug Enforcement Task Force</li> <li>•U.S. Marshals Service</li> </ul>
Central body with no program input	A central body developed the exhibit without input from program decision units.	<ul style="list-style-type: none"> <li>•Antitrust Division</li> <li>•Civil Rights Division</li> <li>•U.S. Parole Commission</li> <li>•U.S. Trustee Program</li> </ul>

Note: The table contains the 23 departmental components that we were able to categorize based on our interviews with the components. We were unable to categorize a process for the Executive Office for Weed and Seed.

Source: GAO analysis of interviews with Department of Justice officials.

## Implementation Questions and Concerns

In our interviews, component staff mentioned various questions and concerns that they had about implementing GPRA. A number of these questions and concerns fell under two broad topics—how to develop measures and how the data will be used outside the component.

The measurement questions and comments tended to focus on (1) general concerns with developing measures and (2) concerns more specifically related to developing measures for particular component activities. The following are examples of the types of general questions posed and comments offered by the components:

- How do you develop a target or goal when the component has not been collecting the relevant data and therefore does not have a history of its performance in that area?
- The quality of the data among the component's sections varies. How do you develop a baseline measure when you believe the data are unreliable?
- The component's data system is not very sophisticated.
- The component has not been collecting the data it needs for GPRA.
- It would be more feasible to create the annual goals and indicators for the entire component or by organizational objectives or functions, rather than by program decision units. (Some components said they operate as a single unit and not as separate decision units, and others said their program decision units do not directly correspond to their primary objectives or functions.)
- The Department and the components both should have a strategic plan before the components develop performance measures.
- There is sometimes a need to rely on other organizations to provide data on the results of the component's work. For example, one component serves as a communications mechanism between law enforcement agencies. How should the component measure the impact of its work when it does not know what the agencies do with the information it transmits to them?

The following are examples of concerns about the development of measures for particular functions of the components:

- How do you develop measures that reflect the complexity of the component's work? For example, how should a litigating division measure its performance if it loses a case but furthers the interpretation of the law?
- How do you develop measures when the results of your work are subjective? For example, how should a litigating division measure the subjective aspects of its work, such as the quality of written materials and courtroom performance?
- How do you measure the outcome of the component's projects when the results may not occur for months or even years after the component has completed its work?
- What measures do you use for providing advice? One component, for instance, provided advice and assistance to other agencies, but the official who developed the exhibit did not know how to measure this activity without its becoming a tremendous burden on the staff.
- What measures does the component develop when it is just one part of a causal chain? One component, for example, received its work from another Justice component. Further, the component relied on yet another

component to carry out the findings of its work. How should it develop outcome measures?

What if the component lacks control over whether the recipients of its work product act upon the product? For example, one component made recommendations to other Department components. It was up to the components that received the recommendations to decide whether to implement the recommendations.

The components had several concerns about use of the data outside the component. In particular, they were concerned about how OMB planned to use the data. The following are some examples of these concerns:

- The components were not certain how meeting or not meeting the performance targets would affect their budgets. They were concerned that OMB would use the data only punitively. Specifically, they were concerned that their budgets would be reduced if they did not meet their goals or selected the wrong indicators. Several components emphasized the need to have 2 years to review and refine their performance goals and indicators without penalty for not having met them.
- The components were concerned that when they reported on actual performance in their annual program performance reports, OMB would use the numbers, which can be easily misinterpreted, without considering their explanations of what the numbers mean. The components questioned whether there would be complete discussions of the reasons for not meeting goals.
- The components were concerned that OMB would not assess the measures to ensure data comparability, reliability, and validity across agencies. They questioned how OMB could fairly allocate resources based on performance without consistent standards and evaluations of whether components had selected the correct measures.

We spoke with OMB officials about the components' concerns regarding OMB's planned use of the performance measurement data. According to OMB officials, GPRA does not require OMB to use the data until calendar year 1997 for the fiscal year 1999 budget. OMB, however, requested that agencies include more performance information in their fiscal year 1996 and 1997 budgets than in past years. OMB officials noted that both the federal agencies and OMB are going through a learning process. As agencies are learning how to develop their performance measures, OMB is learning how to use the measures in the budget process. The officials believe increased



reporting of performance measures will expedite the learning process for both OMB and the federal agencies.

OMB plans to use performance information whenever possible to make budget decisions. For example, OMB officials said they would probably use the performance measurement data to identify problem areas in programs. If the performance data show that a program is not achieving its goals, questions could arise as to whether the program is an effective policy response and, if so, whether the failure was due to poor management, inadequate resources, or unanticipated factors beyond the program's control. If a program is performing well, the question could arise as to whether to increase or maintain the current level of funding, given competing priorities. The OMB officials noted that budget decisions are made within a larger framework than performance, and to a large extent will be driven by the amount of money available.

In response to the components' concerns about how meeting or not meeting their performance goals would affect their budgets, OMB officials said they recognized the importance of considering the reasons why the goals were not met and the interpretation of the results, not just the results themselves. They also recognized that developing the performance measures is a complex, time-consuming process.

OMB does not intend to prescribe common performance measures throughout the government. The officials emphasized that one of the major intents and challenges of GPRA is to get agencies to develop performance measures that managers can use as a tool to better manage their programs.

With respect to OMB's assessing whether agencies have selected the correct measures, the officials expected GPRA to be a self-correcting exercise. They anticipated that, during the first few years of the GPRA program performance reports, the goals would adjust for those agencies that have developed overly ambitious or easy-to-achieve goals. The officials noted that agencies would have some assurance that they had selected the correct measures through the strategic planning process. GPRA requires agencies to consult with Congress and other potentially affected or interested parties in developing their strategic plans. Therefore, in the course of developing its strategic plan over the next 2 years, the officials said the Department is to consult with a spectrum of agencies to develop its general goals and performance measures.

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## Performance Measures Used in the Exhibits

Collectively, the components developed a range of types of measures to assess achievement of their annual performance goals. The components provided a number of output and outcome measures for a variety of program activities.

Components took different approaches in selecting their performance indicators. Some components developed their indicators from data they were already collecting. Others chose indicators for which they were not already collecting data or for which they were uncertain how to collect the necessary data. One component, not certain what specific performance indicators it would use, included potential performance indicators in its performance measurement exhibit.

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## A Range of Measures Is Suggested, but Outcomes Are Preferred

The Senate Committee on Governmental Affairs and the House Committee on Government Operations, in their respective reports accompanying GPRA,<sup>8</sup> and others have stated the need for a range of types of measures. The Committees said that "a range of related performance indicators, such as quality, quantity, timeliness, cost, and outcome," is important for program management and should be included in agency performance plans. In the National Academy of Public Administration's (NAPA) review of GPRA pilots' initial performance plans, NAPA stated that the "plans should include a broad range of performance indicators."<sup>9</sup>

The Committee reports noted that outcome measures are the most important and desirable measures because they gauge the ultimate success of activities. Furthermore, they stated that program outcomes are the key measures that agencies should report to OMB and Congress. While the Committees prefer outcome measures, they also concluded that outcome measurement is often difficult and infeasible for some program activities. Also, OMB said in its February 1995 Primer on Performance Measurement that, because

"output measures are more readily and easily developed than outcome measures, more of these are expected initially in the GPRA-required performance plans, but agencies should move toward increasing the number and quality of outcome measures."

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<sup>8</sup>H.R. Rep. No. 106, Part I, 103d Cong. 1st Sess. (1993) and S. Rep. No. 58, 103d Cong. 1st Sess. (1993).

<sup>9</sup>Toward Useful Performance Measurement, Lessons Learned From Initial Pilot Performance Plans Prepared Under the Government Performance and Results Act (November 1994).

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## Examples of Components' Performance Measures

We reviewed the components' performance measurement exhibits to identify examples of output and outcome measures.<sup>10</sup> A number of definitions exist for performance measures, but the definitions are not always consistent. Even with common definitions, there is disagreement. There is not always a clear distinction between types of measures. In attempting to classify the measures provided by Department components, we used the Federal Quality Institute's April 1995 proposed definitions. These definitions are listed alphabetically in the glossary.

To categorize the measures, we looked at the annual goals and the indicators. Additionally, because the annual goals and performance indicators were presented at the program decision unit level, we categorized the measures based on the program decision unit rather than on the component or Department.

We did not determine whether the measures were appropriate for measuring the activities of the program decision unit, nor did we determine if there were other potential measures that could be used. Additionally, the examples selected do not necessarily represent the full range of types of measures or the frequency with which each type occurred within the exhibits. Appendix I contains a list of all the annual goals and indicators in the fiscal year 1996 performance measurement exhibits.

In selecting examples, we looked for ones that appeared to

- have a clear link between the general goals and objectives, annual performance goal, and indicator;
- be applicable to other program decision units;
- address the purpose of the program; and
- address what the program would accomplish.

The examples we chose are of measures developed by a range of components and cover a variety of program decision unit activities. The examples, which were typed verbatim from the exhibits, are listed in table

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<sup>10</sup>The performance measurement exhibits that we reviewed were the exhibits the components submitted in response to the Department's fiscal year 1996 Spring Call request. The fiscal year 1996 numeric goals and indicators were redacted from the exhibits because they were being reviewed within the administration prior to submission of the fiscal year 1996 President's budget to Congress.

2.<sup>11</sup> The examples show different ways components are using output and outcome measures to measure program accomplishment. They also contain various types of output and outcome measures. For instance, the Bureau of Prisons is using various effectiveness measures to assess achievement of its goal to maintain the critical incident rate. One such measure is the rate of assaults per 1,000 inmates. The National Drug Intelligence Center is using customer satisfaction to measure the timeliness and usefulness of its intelligence products. The Executive Office for Immigration Review is using a timeliness measure for its annual goal that the "percentage of criminal alien cases completed prior to the alien's earliest possible release date will increase by 'X' percent per year."

**Table 2: Examples of Output and Outcome Measures From Fiscal Year 1996 Performance Measurement Exhibits**

\* Text deleted by the Department of Justice

Component/ program decision unit	General goal and objective	Annual goal	Indicator	Type of measure
Bureau of Prisons Inmate Programs	The Federal Bureau of Prisons provides services and programs to address inmate needs, providing productive use-of-time activities, and facilitating the successful reintegration of inmates into society, consistent with community expectations and standards.	Provide Residential Drug Treatment for * percent of eligible inmates by the end of FY 1996.	Number of participating inmates divided by the number of eligible inmates for the fiscal year.	Output
Civil Rights Division Management and Administration	Develop and carry out a legal strategy to support the Administration and the Department's civil rights policy.	Establish goals and evaluate policies and management structure necessary to carry out those goals.	Major policy initiatives. Major organizational reviews.	Output Output

(continued)

<sup>11</sup>It was not always clear, through the format of the exhibit, which indicator supported which annual goal and which annual goals supported which general goals. We chose the ones that logically appeared to support the annual or general goal. Some components provided general goals and objectives for the entire component and for each program decision unit. For those components that listed general goals and objectives for the program decision unit, we are providing the program decision unit general goals and objectives.

\* Text deleted by the Department of Justice

Component/ program decision unit	General goal and objective	Annual goal	Indicator	Type of measure
Executive Office for Immigration Review	<p>Expedite all immigration cases for which EOIR is responsible including cases involving detained aliens, criminal aliens and aliens seeking asylum as a form of relief from deportation or exclusion, while ensuring fair treatment for all parties.</p> <p>Evaluate, manage and expedite the processing of case receipts and reduce existing backlogs.</p> <p>Increase productivity by streamlining procedures and implementing management improvements.</p>	The percentage of Criminal Alien Program cases completed prior to the earliest possible release date will increase by * percent per year.	Cases completed prior to alien's earliest possible release date.	Output
Office of the Inspector General Audit, Inspections, and Investigations	Detect and deter misconduct in programs and operations within or financed by the Department.	Assist Department management in the prevention of fraud and abuse in Department of Justice.	Issue Notifications or Irregularities based on facts detected as a result of audit work.	Output
U.S. National Central Bureau —INTERPOL Office of the Chief	Provide an international forum for law enforcement officers to use for the free exchange of ideas to fight crime globally through conferences, working parties and meetings.	Sponsor Conferences to discuss and seek solutions to law enforcement problems.	Percentage of participation of INTERPOL Members in Regional and International Conferences.	Output
U.S. National Central Bureau —INTERPOL Fugitive Investigations Division	Provide an international forum for law enforcement officers to use for the free exchange of ideas to fight crime globally through conferences, working parties and meetings.	Increase the number of U.S. Federal law enforcement requests for INTERPOL notices by * percent by increased awareness through training, outreach, and conferences.	<p>Number of awareness raising actions through training, outreach and conferences.</p> <p>Percentage increase of U.S. Federal law enforcement requests for INTERPOL notices.</p>	<p>Output</p> <p>Outcome</p>

(continued)

\* Text deleted by the Department of Justice

Component/ program decision unit	General goal and objective	Annual goal	Indicator	Type of measure
Bureau of Prisons Institution Security and Maintenance	The Federal Bureau of Prisons will maintain its facilities in operationally sound conditions and in compliance with security, safety and environmental requirements.	In spite of rapidly changing population characteristics (i.e., rapid emergence of street gangs, mandatory minimums, overcrowding, etc.), maintain the incident rate at a level comparable to * for critical incidents (negative indicators).	Rate of escapes per 5000 inmates (FY 1996) equal to or less than * a. secure facilities b. non-secure facilities (camp, halfway house, furlough, transfers).	Outcome
			Rate of assaults per 1000 inmates (FY 1996) equal to or less than * a. inmate on staff b. inmate on inmate.	Outcome
			Rate of suicides per 5000 inmates (FY 1996) equal to or less than *.	Outcome
			Rate of homicides per 5000 inmates (FY 1996) equal to or less than *.	Outcome
Community Relations Service Conflict Prevention and Resolution	To resolve racial/ethnic conflicts of a community-wide nature.	Provide conciliation/mediation services to communities and organizations who are experiencing racial or ethnic conflict.	Number of CRS cases in which racial/ethnic tension level is reduced after conciliation/mediation intervention.	Outcome
Drug Enforcement Administration State and Local Task Force Program	Share expertise in drug law enforcement. Cooperation and coordination with other Federal, state, local and foreign law enforcement and drug control officials will be enhanced through formal training programs and resource sharing.	Reduce homicides related to drug trafficking through cooperation with other Federal, state and local law enforcement agencies in the identification, investigation, arrest, and prosecution of drug traffickers with a potential for violence.	Violent crime statistics (especially homicides) in the areas of operation.	Outcome
Environment and Natural Resources Division Environmental Protection	To defend and enforce federal programs to protect the environment without undue economic costs, and to promote voluntary compliance with the Nation's environmental protection laws.	Recover at least * for every dollar spent by the Environmental Enforcement Section (including Appropriated and Superfund monies) thus depriving violators much of the economic benefit of noncompliance.	Ratio of Civil Recoveries/Penalties/ Natural Resource Damages to Budget.	Outcome

(continued)

\* Text deleted by the Department of Justice

Component/ program decision unit	General goal and objective	Annual goal	Indicator	Type of measure
National Drug Intelligence Center	Collect, evaluate, and analyze the drug information and intelligence necessary to develop strategic organizational drug trafficking assessments.  Produce and disseminate strategic organizational drug intelligence products to include recommendations concerning policy and planning issues.	Receive a * percent customer satisfaction survey response for timeliness and usefulness of intelligence products.	Percentage of favorable customer satisfaction surveys.	Outcome
National Institute of Corrections Academy Division	Enhance the leadership, professionalism, and effectiveness of correctional personnel in operating safe, efficient, humane and constitutional systems.	The immediate supervisors/chief executive officers of 90% of the participants who completed the seminar will report specific ways that the program has had a positive impact on the participants' work-related performance.	Percentage of Correctional Leadership Development Seminar participants whose supervisors/CEOs report a positive impact on their job-related performance.	Outcome
National Institute of Corrections Community Corrections Division	Promote and assist criminal justice systems in their efforts to develop or improve system-wide policy and practice, and to build their capacity to accomplish their goals through a rational, data-informed process.	Within 6 months of the project start, all jurisdictions will organize an intermediate sanctions policy team that minimally includes a judge, prosecutor, and community corrections administrator responsible for project goals.  Within 12 months of the project start, all jurisdictions will have collected data required for objectively examining and developing intermediate sanctioning policies.  Within 15 months of the project start, all jurisdictions will develop rational, data-driven policies guiding the use of intermediate sanctions for female offenders.	Percentage of jurisdictions that have an intermediate sanctions policy team that meets regularly (at least quarterly) regarding project goals.  Percentage of jurisdictions that collect data necessary for objectively examining and developing intermediate sanctions policy: a. system data b. offender profile data c. sanctioning data.  Percentage of jurisdictions that develop rational, data-driven policies guiding the use of intermediate sanctions for females.	Outcome  Outcome  Outcome
National Institute of Corrections Jails Division	Promote and assist efforts to ensure safe, efficient, humane, and constitutional prisons, jails, and community corrections facilities through effective management and operations.	Participating jurisdictions will be 50% less likely than non-participating jurisdictions to be successfully sued for conditions of confinement, annually.	Ratio of Facility Development Program (FDP) participants successfully sued for conditions of confinement to non-FDP participants successfully sued for conditions of confinement.	Outcome

(continued)

\* Text deleted by the Department of Justice

Component/ program decision unit	General goal and objective	Annual goal	Indicator	Type of measure
Tax Division Federal Appellate Activity	Protect the public fisc. Act in the best interests of the United States.	Win, at least in part, * of taxpayer appeals and * of Government appeals.	Percentage of taxpayers appeals won, at least in part, by the Government.  Percentage of Government appeals in which at least part of the relief sought is awarded.	Outcome   Outcome

Source: Department of Justice Fiscal Year 1996 Performance Measurement Exhibits.

## Objectives, Scope, and Methodology

We systematically collected information from each component that submitted the fiscal year 1996 performance measurement exhibits. The Department requested that we report to it on what we found. Accordingly, the objective of this fact sheet is to provide information on (1) the Department's GPRA implementation efforts, (2) components' questions and concerns about GPRA, and (3) how OMB will use the performance data, as well as to provide examples of measures used by the components. Specifically, it contains

- a summary of the processes that the components used to develop their fiscal year 1996 performance measurement exhibits,
- a summary of components' concerns about developing performance measures and the use of performance data outside the Department of Justice,
- information on how OMB plans to use performance measurement data,
- examples of the types of goals and indicators components used in their fiscal year 1996 exhibits, and
- a list of the annual performance goals and indicators in the fiscal year 1996 exhibits.

For background information on GPRA and performance measures, we reviewed GPRA, its legislative history, OMB guidance on performance measures, and related materials. To get an overview of the Department's overall implementation efforts, we interviewed members of the Justice Management Division's Management and Planning Staff responsible for the Department's implementation of GPRA.



To determine how the components developed their fiscal year 1996 exhibits, we interviewed staff in the 24 components that submitted the performance measurement exhibits. We reviewed the components' exhibits to identify examples of output and outcome measures. We did not determine the reasonableness or the reliability and validity of these measures, nor did we verify the accuracy of the information provided by the components. We interviewed the OMB program examiners for the Department of Justice to get information on OMB's planned use of performance measurement data. Our work was done between September 1994 and April 1995 in Washington, D.C.

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## Agency Comments

We provided a draft of this fact sheet to the Attorney General for comment. The Department responded in writing that the fact sheet accurately depicted its efforts to develop performance measures for fiscal year 1996. It provided technical comments that we incorporated in the fact sheet.

We are sending copies of this fact sheet to interested congressional committees; the Director, OMB; and other interested parties. We also will make copies available to others on request.

The major contributors to this fact sheet are listed in appendix II. Please contact me on (202) 512-8777 if you have any questions concerning this fact sheet.

Sincerely yours,



Norman J. Rabkin  
Director, Administration  
of Justice Issues

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## Abbreviations

FDP	Facility Development Program
GPRA	Government Performance and Results Act
NAPA	National Academy of Public Administration
NPR	National Performance Review
OMB	Office of Management and Budget



# Components' Annual Goals and Indicators From Fiscal Year 1996 Performance Measurement Exhibits

This appendix contains the annual goals and indicators from the components' fiscal year 1996 performance measurement exhibits. The information was typed verbatim from the exhibits with the exception of spelling out acronyms when the information was provided elsewhere in the exhibit. We omitted or rephrased as requested only those indicators that the components identified as sensitive. The appendix is organized alphabetically by component and program decision unit. It was not always clear in the exhibit which indicator supported which annual goal. We matched the indicators with the annual goals that they logically appeared to support. We noted instances where we could not identify an indicator for an annual goal or an annual goal for an indicator.

**Table I.1: Components' Annual Goals and Indicators From Fiscal Year 1996 Performance Measurement Exhibits**

\* Text deleted by the Department of Justice

Component	Program decision unit	Annual goal	Indicator	
Antitrust Division	Federal Appellate Activity	Maintain aggressive success level in cases filed before the Supreme Court.	Antitrust Division Cases in the Supreme Court that are Pending, Filed, Won, Lost or Dismissed.	
		Respond to projected increase in cases filed in the courts of appeal.	Antitrust Division Cases in the Courts of Appeal that are Pending, Filed, Won, Lost or Dismissed.	
		Continue strong pursuit of administrative law cases.	Administrative Law Cases that are Pending, Filed, Won, Lost or Dismissed.	
	Management and Administration	Restructure and reorganize to maximize efficiency.		Realign the current Professions and Intellectual Property Section to provide a section dedicated to health care.
				Divide the current Communications and Finance Section in two, creating one section dedicated to telecommunications and one section to computer and banking.
		Complete installation of the Division's personal computer-based local area network.	Complete installation of the Division's personal computer-based local area network.	
		Complete interface between the Division's computer systems and the Department of Justice e-mail system.	Complete interface between the Division's computer systems and the Department of Justice e-mail system.	
		Implement interface of the Division's e-mail system with that of the Federal Trade Commission.	Implement interface of the Division's e-mail system with that of the Federal Trade Commission.	
		Expand Internet to a broader base of Division users.	Expand Internet to a broader base of Division users.	
		Integrate CD ROM technology into daily litigative operations.	Integrate CD ROM technology into daily litigative operations.	

(continued)

**Appendix I  
Components' Annual Goals and Indicators  
From Fiscal Year 1996 Performance  
Measurement Exhibits**

\* Text deleted by the Department of Justice

<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Policy Analysis, Legislation and Training	Restructure and reorganize to maximize efficiency.	Reduce the number of selected staff providing policy advice (assign to litigation).  Issue Intellectual Property Guidelines, a major effort to clarify the Division's position on intellectual property (i.e., products of creative efforts protected under patent, copyright, mask work, trade secret, and, to a lesser extent, trademark laws).  Issue International Guidelines to clearly state the Division's position on the behavior of companies anticipating transactions involving international business activities.
		Provide continuing advice and assistance to international competition agencies in order to assure a level playing field for U.S. business and to assist in the establishment of economies based on the principles of <i>free and open competition</i> .	Major matters with international aspects.
		Provide continuing advice and assistance to domestic agencies, as changes in markets brought about by legislative and judicially mandated strictures will require additional work in interpreting these directives by the Division, similar to that required in response to pending telecommunications, health care and interstate banking legislation.	No readily available measurement mechanism exists for this category.

(continued)

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\* Text deleted by the Department of Justice

<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Preservation of Competitive Market Structure	Restructure and reorganize to maximize efficiency.	<p>Reorganize the Antitrust Division - Phase II</p> <p>Realign the current Professions and Intellectual Property Section to provide for a section dedicated to health care. Assign staff with specific industry expertise to this new unit, reassign staff in current section who do not have health care background to other litigating sections more suited to specialties.</p> <p>Divide the current Communications and Finance Section in two, creating one section dedicated to telecommunications and one section to computers and banking.</p> <p>Issue International Guidelines to clearly state the Division's position on the behavior of companies anticipating transactions involving international business activities.</p> <p>Issue Intellectual Property Guidelines, a major effort to clarify the Division's position on intellectual property (i.e., products of creative efforts protected under patent, copyright, mask work, trade secret, and, to a lesser extent, trademark laws).</p>
		Increase the number of merger approvals, restructuring, or challenges handled.	Track the number of challenged transactions and record successes in merger wins.
		Increase the total number of merger investigations pursued by the Division.	Track the number of merger investigations pursued by the Division, and continue the Division's aggressive record to actively identify and pursue potential competitive problems.
		Increase non-merger civil litigation, including civil investigations.	Track the number of non-merger civil investigations pending at start of the fiscal year period, opened during the fiscal year period, closed during the fiscal year period, or pending at the end of the period.
		File major civil enforcement actions.	There is no easily defined categorization of what constitutes a major action, but "we know one when we see one." Accordingly, the workload measure for this category will necessarily require an annual review of the enforcement actions of the Division in each year to determine if this goal has been met.

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**Appendix I  
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\* Text deleted by the Department of Justice

<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Termination and Prevention of Private Cartel Behavior	Restructure and reorganize to maximize efficiency.	<p>Reorganize the Antitrust Division - Phase II</p> <p>Realign the current Professions and Intellectual Property Section to provide for a section dedicated to health care. Assign staff with specific industry expertise to this new unit, reassign staff in current section who do not have health care background to other litigating sections more suited to specialties.</p> <p>Divide the current Communications and Finance Section in two, creating one section dedicated to telecommunications and one section to computers and banking.</p> <p>Issue Intellectual Property Guidelines, a major effort to clarify the Division's position on intellectual property (i.e., products of creative efforts protected under patent, copyright, mask work, trade secret, and, to a lesser extent, trademark laws).</p> <p>Issue International Guidelines to clearly state the Division's position on the behavior of companies anticipating transactions involving international business activities.</p>
		Maintain a strong criminal enforcement presence with an emphasis on national and international criminal price-fixing conspiracies.	The Division's On-Going Grand Juries (pending at start of year), On-Going Grand Juries with International Aspects, and % of Grand Juries with International Aspects.
		Increase non-merger civil investigations, leading to an attendant increase in non-merger civil litigation.	The number of non-merger civil investigations pending at start of the fiscal year, opened during the fiscal year period, closed during the fiscal year period, or pending at end of the period.
		File major criminal enforcement actions.	There is no easily defined categorization of what constitutes a major action, but "we know one when we see one." Accordingly, the workload measure for this category will necessarily require an annual review of the enforcement actions of the Division in each year to determine if this goal has been met.
<b>Bureau of Prisons</b>	Contract Confinement	Ensure community based transitional drug services are available for: (A) * of the institution and Intensive Confinement Center based drug treatment graduates, (B) and * when clinically indicated, of the Court or Parole Commission recommended Drug Aftercare Cases.	<p>The number of institution and Intensive Confinement Center (ICC) drug graduates referred vs the number placed.</p> <p>The number of Court or Parole Commission recommended inmates vs the number placed.</p>

(continued)

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Components' Annual Goals and Indicators  
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\* Text deleted by the Department of Justice

<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		With the consistent and well planned management of budget and bedspace resources, we will place * of all BOP eligible releases in a Community Corrections Center.	The number of inmates placed Vs. the total number of eligible inmates placed (85% from minimum security, 61% from low security, and 60% from medium security institutions).  The number of Program and Operational Review deficiencies in the referral screening process.
Federal Prison Industries		Continue to employ an average of * of inmate population at existing and newly activated (FY 1996) low, medium, and high security institutions.	Number of inmates employed vs number of inmates housed in low, medium, and high security institutions.
		Achieve a FY 1996 sales level of * in sales of products and services to other government departments and agencies.	Actual sales vs. sales projections.
Inmate Care		Increase by * the number of institutions which are accredited by the Joint Commission on Accreditation of Hospital Organizations.	Number of institutions accredited by September 30, 1996 vs number of institutions accredited by September 30, 1995.
		Increase the number of institutions implementing partial or full Health Promotion Disease Prevention programs (HPDP) by * over the FY 1995 number.	Number of institutions with HPDP programs September 30, 1996 vs number of institutions with HPDP programs September 30, 1995.
		Continue to meet the requirement providing * of the recommended minimum dietary allowance to all inmates.	Number of meals served vs number of meals served which meet the dietary requirements.
		Activate * new facilities during fiscal year 1996, representing * beds of additional rated capacity.	Activate * Facilities and * Rated Capacity (Beds) by September 30, 1996.
Inmate Programs		Provide residential drug treatment for * of eligible inmates by the end of FY 1996.	Number of participating inmates divided by the number of eligible inmates for the fiscal year.
		Increase the level of inmate personal responsibility/self-improvement and reduce inmate idleness by providing productive work, education, training and leisure activities during inmate activity hours (6 AM to 10 PM).	Employ * of all eligible inmates - Number of employed inmates divided by the number of eligible inmates.  Maintain GED pass rate of * - GED Pass rate percentage.  Increase participation in Wellness/Recreation programs by *.  Provide workshop opportunities for * of recognized faith groups.  Provide * of the designated inmates with a unit team meeting.

(continued)



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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Institution Administration, Management, and Training	* of all outstanding account receivables are less than 120 days delinquent.	Number of account receivables that are 120 days delinquent compared to the number of account receivables.
		* of all payments associated with the Prompt Payment Act are made on time to avoid additional payment of interest and to improve our relationship with vendors.	Percentage of payments to vendors made on time.  Amount of interest expense associated with late payments.
		Implementation of the Government Credit Card Program (VISA) throughout the Bureau. The purpose of the program is to reduce the volume of administrative actions relating to purchases not exceeding the small purchase threshold.	Number of transactions (Purchase Requests/Purchase Orders) under \$2,500 vs number before implementation.  Percentage of cash purchases vs percentage before implementation.
		Ensure a controllable * sentence computation accuracy rate.	Number of untimely releases vs total release.  Number of Inmate Administrative Remedy Reports related to releases.  Law suits sustained related to releases.
		Facilitate the improvement of management of BOP programs to maintain or reduce the percentage of less than acceptable ratings in the prior fiscal year.	Percentage of less than acceptable vs prior year.  Number of deferred Program Reviews set-off by "Review by Need" methodologies. (In order for a program to be eligible for a one year set-off through "Review by Need" the program must have received a good or superior rating.)
		In view of the increasing demand for our services and diminishing availability of resources, the Program Review Division will continue to maintain cost efficient methodologies for program review.	Average cost per program review compared against prior year cost.
		Provide mandatory job specialty training to at least * of all staff assigned to technical, professional, and supervisory/managerial employees within one year of assignment into the position.	Number of employees in covered positions who attended mandatory training vs total number.
Institution Security and Maintenance		Ensure the operation of safe, secure institutions by not exceeding an overall inmate/staff ratio of approximately * in our facilities.	Inmate to staff ratio as indicated in the Key Indicator/Strategic Support System database.

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Component	Program decision unit	Annual goal	Indicator
		In spite of rapidly changing population characteristics (i.e.: rapid emergence of street gangs, mandatory minimums, overcrowding, etc.), maintain the incident rate at a level comparable to * for critical incidents (negative indicators).	Rate of escapes per 5,000 inmates (FY 1996) equal to or less than * a. secure facilities b. non-secure facilities (camp, halfway house, furlough, transfers).  Rate of assaults per 1000 inmates (FY 1996) equal to or less than * a. inmate on staff b. inmate on inmate.  Rate of suicides per 5000 inmates (FY 1996) equal to or less than *.  Rate of homicides per 5000 inmates (FY 1996) equal to or less than *.
		Currently * of institutions are meeting or exceeding a Preventive Maintenance work completion rate of 80 percent or better. The objective is to increase the number of institutions that are completing more than 80 percent of issued PMs to a minimum of * over a three year time period beginning in FY 1996.	The number of work projects completed vs the number of work order projects issued.  Compare preventative maintenance data from institutions with previous reports.
Modernization and Repair		Currently, approximately * of Maintenance and Repair line item B&F projects have 75% of their funds obligated within 24 months from the date of allotment. Our objective is that for the \$37.4 million requested in the FY 1996 budget we would increase to * the number of projects that have 75% of the funds obligated within 24 months from the date of allotment.	Percentage of 24 month projects which are obligated within 24 months of allotment vs total number of 24 month projects.  Percentage of obligation by project vs total project estimate.  Quarterly identify percentage of projects completed in a timely manner.
New Construction		Begin construction of * new facilities during fiscal year 1996, representing * beds of additional rated capacity.	Begin construction of * new Facilities during fiscal year 1996, representing * beds of additional Rated Capacity.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Trust Fund	Implement financial controls to ensure continued financial stability of the Trust Fund Program. Ensure annual Commissary inventory losses do not exceed <u>  </u> of annual sales.	<p>Analysis of solvency, efficiency and liquidity of the Trust Fund Program utilizing annual financial ratios:</p> <ul style="list-style-type: none"> <li>•Quick ratio (liquid assets\current liabilities) of 1:1</li> <li>•Current ratio (current assets\current liabilities) of 2:1</li> <li>•Inventory turnover (cost of good sold\average inventory balance) at 6 times per year</li> <li>•Debt ratio (total liabilities\ total assets) of 1:2.</li> </ul> <p>Quarterly evaluation of the Bureau of Prisons' net value of Commissary inventory losses as a percentage of sales revenue, currently at 0.25 percent per institution.</p>
<b>Civil Division</b>	Appellate Staff	To maintain an annual success rate of <u>  </u> percent in personally and jointly handled court of appeals cases.	Percent of closed Court of Appeals cases won.
	Commercial Litigation Branch	To defeat annually at least <u>  </u> percent of the claims sought in the majority of personally and jointly handled defensive cases.	Percent of defensive claims defeated.
		To win annually over <u>  </u> percent of the total dollars sought in personally and jointly handled affirmative cases.	Percent of affirmative claims won.
	Federal Programs Branch	To meet or exceed an annual success rate of <u>  </u> percent in personally and jointly handled trial cases.	Percent of closed trial cases won.
	Office of Consumer Litigation	To win annually at least <u>  </u> percent of the total dollar claims in personally and jointly handled affirmative cases.	Percent of affirmative claims won.
	Office of Immigration Litigation	To win annually <u>  </u> percent or more of the personally and jointly handled cases closed.	Percent of cases won.
	Torts Branch	To defeat annually at least <u>  </u> percent of the dollar claims in closed personally and jointly handled cases.	Percent of claims defeated in closed cases.
<b>Civil Rights Division</b>	Civil Rights Prosecution	Maintain a posture of vigorous prosecution of civil rights and violent crime cases by investigating and litigating both traditional cases and cases involving an expansion of the interpretation of existing laws.	Cases investigated.
			Cases filed.
			Precedent setting cases filed.
		Maintain a positive success rate in traditional criminal cases.	Ratio of complaints received to complaints reviewed.
			<sup>a</sup>

(continued)

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		Initiate enforcement of the Freedom of Access to Clinic Entrances Act.	a
		Initiate in depth investigations of suspected violators.	Cases investigated.
		Create better working relationships with U.S. Attorneys.	a
Coordination and Review		Serve citizens and public officials by maintaining a continuing program of civil rights oversight, regulatory and program review, technical assistance under E.O. 12250.	Compliance reviews conducted.  Number of recommendations for corrective action resulting from compliance reviews.  E.O. 12250 responses to citizens/public officials.
		Maintain a continuing program of civil rights oversight, regulatory and program review, technical assistance under Section 504 with respect to federally conducted programs.	Compliance reviews conducted.  Number of recommendations for corrective action resulting from compliance reviews.
		Develop model regulatory guidance.	Policy documents reviewed/developed.
Educational Opportunities		Litigate not only on traditional desegregation issues but also precedent setting cases on new issues such as obtaining relief for minority students denied enhanced educational opportunities through advanced academic programs.	Nontraditional cases filed.
		Actively pursue an initiative on students denied educational opportunities as a result of language barriers.	Language barrier cases filed.
		Continue to effectively monitor court orders and consent decrees, to evaluate for new, next generation, problems.	Judgements/decrees/agreements monitored.  New consent decrees entered.
Employment Litigation		Commence investigations of EEOC referred complaints within * days of referral and to make recommendation/take action within * days of initiating investigation.	Precedent setting cases commenced (pattern or practice, EEOC and defense cases).
		Successfully litigate an active calendar of employment discrimination cases.	Consent decrees entered.
		Commence productive employment discrimination investigations in target industries and/or geographic areas (employment testing).	Employment investigations initiated.
		Be responsive to the public by the prompt issuance of right-to-sue notices to persons who have filed complaints of employment discrimination with EEOC.	Right-to-sue notices issued.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		Initiate an increased number of pattern and practice cases.	Investigations (pattern or practice and individual cases).  Precedent setting cases commenced (pattern or practice, EEOC and defense cases).
		Pursue all forms of appropriate relief.	a
		Pursue new types of public sector cases.	Precedent setting cases commenced (pattern or practice, EEOC and defense cases).
		Increase the number of national origin cases.	a
Federal Appellate Activity		Maintain a positive success rate in all appeals.	Cases filed in courts of appeals.  Cases won in courts of appeals.  Supreme court cases filed.  Supreme court cases won.
		File at least * amicus briefs.	Amicus briefs filed.
		Work closer with appropriate sections to develop briefs.	a
Housing and Civil Enforcement		Support the AG's commitment to fair lending through a * increase in case filings over the 1994 level by 1996.	Mortgage lending cases filed.
		Increase fair housing case filings over the 1994 level by 1996.	Mortgage lending cases filed.
		Expand fair housing testing.	Cases based on housing testing filed.
		Expand the scope of enforcement by filing cases on precedent setting issues, including public accommodation cases.	Precedent setting cases filed.
		Bring more pattern and practice cases.	a
		Delegate more HUD referrals to U.S. Attorneys Offices.	a
		b	Non-discretionary cases filed.
Management and Administration		Establish goals and evaluate policies and management structure necessary to carry out those goals.	Major policy initiatives.  Major organizational reviews.
		Provide administrative support to each Section needed to effectively carry out individual missions.	a
		Increase automated capabilities to enhance analytical capabilities and streamline paperwork functions.	ADP initiatives.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Office of Special Counsel for Unfair Immigration Related Employment Practices	Increase independent investigations to heighten the effectiveness of enforcement of the Immigration Reform and Control Act (IRCA)	Proactive employment investigations initiated.  Formal settlements.  Investigations initiated.
		Encourage voluntary compliance through expanded public education.	Instances of public outreach.
	Public Access	Investigate alleged violations of the Americans with Disabilities Act (ADA), secure compliance through litigation or voluntary settlements, and contribute to development of case law through filing of precedent setting cases.	Total cases filed.  Precedent setting cases filed.
		Increase voluntary compliance through enhancing access to ADA information through telecommunication, publications distribution, and coordination activities.	Instances of ADA information disseminated.
		Develop and implement regulations to enforce Title II and III of the ADA.	Regs/policy documents developed.
		Choose cases that will develop the law.	Precedent setting cases filed.
	Special Litigation	Maintain protection of the constitutional and statutory rights of persons confined in institutions owned or operated by state and local governments under Civil Rights of Institutionalized Persons Act (CRIPA) through investigation, voluntary remediation, and litigation, and heighten enforcement through filing precedent setting cases.	Investigations initiated.  Cases filed under CRIPA.  Precedent setting cases filed.  Institutional tours conducted.
		Initiate enforcement of applicable portions of the Freedom of Access to Clinic Entrances Act (FACE) by filing motions for TROs, preliminary injunctions, and filing subsequent damage actions and actions for civil penalties.	Cases filed under FACE.
		Ensure compliance with existing judgments and consent decrees.	Consent decrees entered.
	Voting	Successfully defend redistricting plans from unjustified challenges inspired by the <u>Shaw v. Reno</u> decision.	Number of consent decrees entered.
		Meet statutory deadlines in all Section 5 submissions, and develop appropriate follow-up litigation.	Section 5 submissions reviewed.
		Successful overall enforcement of the Voting Rights Act and other protective litigation.	Total cases filed.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		Engage in an intensive educational and monitoring effort to help states understand their new obligations under the National Voter Registration Act of 1993 (Motor Voter).	Outreach activities on Motor Voter.
		Develop cases involving voter intimidation and minority language issues.	Precedent setting cases filed.
<b>Community Relations Service</b>	Conflict Prevention and Resolution	Encourage the incorporation of a conflict management and resolution skills curriculum in school districts.	Number of schools who develop a conflict management and resolution skills curriculum or program with CRS assistance.
			Number of school districts who incorporate a conflict management and resolution skills curriculum or program with CRS assistance.
		Provide assistance to those State and local officials and professional educators who want to expand their schools' curriculum or program to include conflict management and resolution.	Number of Chief State School Officers or State School agencies who are assisted by CRS to expand state curriculum to include conflict management and resolution skills.
			Number of train the trainer programs delivered by CRS for professional associations of educators, school district personnel, and/or students.
		Encourage the adoption of a community policing philosophy and provide technical assistance and training to law enforcement and community representatives.	Number of communities in which technical assistance or training on community policing is provided to law enforcement and community representatives.
		Seek to reduce the prospects of racial and ethnic tension and conflict between the community and law enforcement.	Number of copies of the CRS publication, "The Principles of Good Policing," disseminated to communities for use by community and law enforcement representatives.
		Provide conciliation/mediation services to communities and organizations who are experiencing racial or ethnic conflict.	Number of communities who are assisted by CRS to address major conflicts based on race, color or national origin [tension levels 4 - 6: public statements of conflict through violence].
			Number of CRS cases in which racial/ethnic tension level is reduced after conciliation/mediation intervention.
	Include all parties involved in racial or ethnic conflict in contributing to, and working toward, a solution.	Average number of racial groups involved in a conciliation/mediation service.	
		Percentage of favorable responses to customer survey question regarding whether customers felt that CRS' assistance was helpful in achieving resolution.	

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		Increase CRS focus on environmental justice issues and conflicts.	Number of environmental justice projects/cases undertaken.
		Support the FEMA crisis response capacity relative to racial/ethnic minority communities.	Number of FEMA support activities rovided.  Annual dollar level of FEMA reimbursement.
		Coordinate activities with other DOJ components to avoid duplication of efforts.	Number of joint projects undertaken with other DOJ components.
		Attain a 1:1 ratio of computers to staff.	Percentage of staff who are assigned computers.
		Install full networking capabilities in each of the Regional and Field Offices.	Number of Regional/Field offices that have converted from peer-to-peer LANs to full network capacity.
		Institutionalize staff development capability.	Number of staff training courses delivered.  Percentage of conciliation staff who receive skills development training.
	Reception, Processing and Care of Cubans and Haitians	Provide for the efficient and effective reception, processing and care of Cuban and Haitian entrants released by INS.	Number of Cuban and Haitian entrants served.  Average number of days between INS release and resettlement of entrants.
		Provide for efficient and effective shelter care and other related services to alien unaccompanied minors.	Number of alien unaccompanied minors served.
		Coordinate activities with other DOJ components to avoid duplication of efforts.	Number of joint projects undertaken with other DOJ components.
<b>Criminal Division</b>	International	To assist the U.S. Attorney's offices and State and local law enforcement agencies in meeting foreign extradition deadlines set forth in extradition agreements between the United States and foreign countries.	The creation of a system that will keep the Office of International Affairs (OIA) informed of approaching deadlines for U.S. Attorneys to submit materials supporting their requests for extradition.  The utilization of a system that will enable OIA to electronically transfer to U.S. Attorneys' offices materials from previous, successful extradition requests. The U.S. attorneys' offices can then use these materials as samples when preparing their own requests.
	Litigation Support	To continue to properly review the increasing number of Electronic Surveillance Requests (Title III Applications) without the utilization of additional resources.	Title III Applications Reviewed.  Average Turn-Around Time on Title IIIs.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Violent Crime, Organized Crime and Narcotics	To influence the selection of a jurisdiction in which a violent crime case is prosecuted based on the circumstances of the case and consideration of Federal, State or local laws that may adversely or beneficially affect the prosecution of the case.	The establishment of networks of law enforcement officials within jurisdictions to communicate and coordinate efforts that will result in the most favorable conditions for conducting prosecutions.
		To increase the number of violent crime convictions nationwide through increased communication and information sharing among Federal, State and local law enforcement agencies.	The development of communication and information sharing mechanisms that will improve Federal, State and local law enforcement agencies' violent crime prosecutorial and investigative techniques.
	White Collar Crime	To increase the number of proactive child prostitution investigations conducted by U.S. Attorneys' offices and State and local law enforcement agencies.	To conduct at least * significant single-city child prostitution investigations each year. These investigations would be coordinated by the criminal Division using multi-disciplinary teams consisting of the Criminal Division, the Federal Bureau of Investigation, the applicable U.S. Attorneys' office, and State and local law enforcement agencies.  We anticipate that "lessons learned" from the first investigation will further enhance the Division's efforts in subsequent investigations. In addition, through cooperative efforts such as these, the Division will be establishing a model to be used by U.S. Attorneys and State and local agencies to successfully handle future investigations.
<b>Drug Enforcement Administration</b>	Diversion Control Fee Account	Prevent the United States from becoming a source country to the illicit market for pharmaceuticals and limit the amount of controlled substances entering international commerce.	Number of imports and exports reviewed.
	Domestic Enforcement	Disrupt drug trafficking organizations money laundering operations by increasing the rate of exchange charged from * percent to * percent.	Cost of money laundering.
		Identify and target higher level drug trafficking organizations by increasing wiretaps by * percent per year.	Number of wiretaps completed.
	Drug and Chemical Diversion Control	Implement the Domestic Chemical Diversion Control Act of 1993, which is intended to close avenues used by illicit drug manufacturers to purchase their supplies of listed chemicals necessary for the manufacture of drugs.	Implementation of the Domestic Chemical Diversion Control Act of 1993.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		Reduce the availability of legitimately manufactured controlled substances used for illicit purposes in the United States through the monitoring and oversight of chemical companies.	Registration of chemical companies.
		Prevent the United States from becoming a source country to the illicit market for pharmaceuticals and limit the amount of controlled substances entering international commerce.	Number of imports and exports reviewed.
	Foreign Cooperative Investigations Program	Establish a country office in Beijing, Peoples Republic of China (PRC) to: enhance operations with China; target Golden Triangle Traffickers; and increase intelligence information and sharing on the trafficking of heroin into the U.S. from this area of the world.	Official opening of the Beijing, People's Republic of China Office.  The number of contracts developed in the PRC through informants, intelligence, and law enforcement personnel.
		Increase the amount of foreign support for domestic investigations.	The number of foreign investigations which impact upon domestic cases.
	Intelligence	Implement project MERLIN, thereby enabling DEA to store and analyze both classified and unclassified intelligence information, providing access to data previously unavailable to many DEA personnel.	Establishment of the data base; successful completion of test run.  Number of queries.
		Increase by * percent the utilization of Special Field Intelligence Program DOS EQUIS, in order to obtain information on highest level traffickers.	Number of queries.
	Laboratory Services	Continue to meet the * day turnaround time on drug evidence analysis.	Actual turnaround time as measured by surveys of the AUSA, State and Local Officers, and DEA Offices.
		To assure that evidence is accurately identified * percent of the time.	The accuracy of substance identification, assessed through proficiency tests 24 times a year.
		Increase the number of state and local law enforcement personnel trained in drug evidence analysis.	The number of state and local personnel trained in drug evidence analysis.
	State and Local Task Force Program	Increase the level of Federal, state, and local cooperation, which in turn should increase number and quality of cases.	Number of task forces converted and the number of cases with higher level violators.
		Reduce homicides related to drug trafficking through cooperation with other Federal, state and local law enforcement agencies in the identification, investigation, arrest and prosecution of drug traffickers with a potential for violence.	Violent crime statistics (especially homicides) in the areas of operation.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
<b>Environment and Natural Resources Division</b>	Appellate and Policy	Maintain an * or better "win" rate in all appeals.	Courts of Appeals Cases Won. Supreme Court Cases Won.
		File at least * amicus briefs, including some on behalf of Native Americans.	Amicus Cases Filings.
		Maintain a conviction rate of * or better in criminal cases.	Convictions/Pleas. Conviction Rate.
	Environmental Protection	Recover criminal fines/restitution/court costs to pay for the program * times over.	Ratio of Criminal Case Recoveries to Budget.
		Recover at least * for every dollar spent by the Environmental Enforcement Section (including Appropriated and Superfund monies) thus depriving violators much of the economic benefit of noncompliance.	Ratio of Civil Recoveries/Penalties/Natural Resource Damages to Budget.
		Aggressively enforce the Administration's Wetlands program by bringing * more suits directly.	Affirmative Wetlands Cases Received/Initiated.
		b	Indictments and Informations.
	Natural Resources	Maintain an * or better "win" rate in all criminal wildlife cases.	Number of Defendants Indicted. Conviction Rate.
		Develop method for expediting Indian water rights cases.	Numeric goal and indicators yet to be determined.
		Qualify the government as a "prevailing party" under EAJA in at least * of condemnations.	Percent of condemnation cases qualifying as prevailing party.
<b>Executive Office of Assets Forfeiture<sup>c</sup></b>	Assets Forfeiture Fund	Assets in Inventory, end-of-year.	a
		Value of Assets in Inventory, end-of-year.	a
		Total Deposits to Assets Forfeiture Fund.	a
		Value of Property Placed into Official Use by Federal, State, and local agencies.	a
		Level of proceeds generated from the sale of forfeited property.	a
		Level of expenses incurred to generate these proceeds.	a
		Ratio of asset management and disposal costs to the disposed property value.	a
		Ratio of Equitable Sharing Payments to Net Income.	a
		Net Return to Asset Forfeiture Program.	a

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Component	Program decision unit	Annual goal	Indicator
<b>Executive Office for Immigration Review</b>	d	For each of the categories of detained cases, the percentage of cases completed within the timeframe goals will increase by * _ per year.	Detained cases, without applications for relief from deportation, completed within 30 days.  Detained cases, with applications for relief from deportation, completed within 3 months.  Appealed detained cases completed within 2 months.
		For each of the categories of non-detained cases, the percentage of cases completed within the timeframe goals will increase by * _ per year.	Non-detained cases having an initial hearing within 3 months.  Non-detained cases completed within 8 months of the initial hearing.
		As EOIR moves toward full staffing during FY95 an increasing percentage of asylum cases will be heard within 120 days. Throughout FY96, * _ of asylum cases will be completed within 120 days.	Asylum cases completed within 120 days.
		The percentage of the Criminal Alien Program Cases completed prior to the earliest possible release date will increase by * _ per year.	Cases completed prior to the alien's earliest possible release date.
		Law enforcement performance goal: To control violent and drug-related crime through intelligence gathering and crime analysis, charging offenders, and prosecution of offenders from the targeted neighborhood.	Number of persons charged for "1) any felony or misdemeanor relating to distributing or processing drugs and/or firearms (or aiding/abetting or causing thereof) within the confines of the Weed and Seed area, or involving conspiracy to sell or possess drugs and/or firearms; or, 2) the commission of any other felony offenses within the Weed and Seed area. Include any such cases which occur outside the Weed and Seed area which directly impact the area or have a significant nexus thereto."  Number of defendants convicted for such an offense.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		Community Policing Goal: To enhance public safety and security through: (1) a police deployment strategy focusing on community engagement through increased and regular interaction between neighborhood residents and officers (e.g., foot patrols) and proactive problem-solving; and (2) by mobilizing neighborhood residents to work with the police in solving and preventing violent and other drug-related crime.	Number of community police patrols (e.g., foot or bike patrols).
		Prevention/Early Intervention/Treatment Goal: To create a healthy and supportive environment by preventing and combatting crime, drug use, unemployment, illiteracy, and disease.	Drop out rate. Truancy rate.
		Neighborhood Restoration Goal: To revitalize the neighborhood by providing adequate housing, a clean and attractive environment, and economic development opportunities.	Number of clean-up activities held through the Weed and Seed program. Number of persons provided job training through Weed and Seed-related programs: Step-up; and Leadership Employment for Armed Services Personnel.
<b>Federal Bureau of Investigation</b>	<b>Criminal Justice Services</b>	Maintain average response time to under two weeks for 95 percent of work.	Average response time 1. Criminal 2. Civil.
		To provide National Crime Information Center (NCIC) assistance in the areas of evaluation, customer-directed problem solving, training, program development, and administration.	Law enforcement personnel trained by NCIC or NCIC 2000. Number of wanted persons arrested or missing persons located as a result of off line searches.
		To manage the transition from the traditional summary-based Uniform Crime Reporting (UCR) to the newer National Incident-Based Reporting System (NIBRS) with its expanded collection, processing, verification, analysis, and annual publication of crime statistical data received from local law enforcement.	Number of local law enforcement agencies participating in Hate Crime data collection. Number of state UCR programs certified for full NIBRS participation. Number of Federal agencies in a developmental phase of complying with the Uniform Federal Crime Reporting (UFCR) Act.
		To transfer employees from FBI Headquarters and hire additional employees in West Virginia.	Total number of employees in West Virginia (cumulative). Number of new hires in West Virginia (cumulative).

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		To develop the Integrated Automated Fingerprint Identification System (IAFIS). IAFIS will be a rapid response, paperless system that will receive and process electronic fingerprint images, criminal histories, and related data on criminal civil applications.	Integrated Automated Fingerprint Identification System a. System Specification Review b. System Design Review c. Preliminary Design Review d. Critical Design Review.
	Forensic Services	To meet all case deadlines, especially for FBI investigations and DOJ prosecutions.	Percentage of case deadlines met.
		To decrease the turnaround of the three caseworking sections (Document, Scientific Analysis, and Latent Fingerprint) by at least 5 percent.	Casework Turnaround: •Document Sect. •Sci. Analysis Sect. •Latent Fing. Sect.
		To increase the number of research projects and the number of law enforcement personnel (FBI, other Federal, State, and local) training in forensic disciplines.	Law enforcement personnel trained (FBI, Federal, State, and local).  Research projects ongoing.
		To increase the number of suspects identified by latent fingerprint examinations.	Suspects identified by latent fingerprint exams.
	Information Management, Automation, and Telecommunication	Improve FBI productivity and storage capacity by providing additional Direct Access Storage Devices (DASD), Commercial Intelligence Workstations, and network servers for local area networking capabilities, and the technology required to support integrated technical and applications architecture.	Percentage of computer terminals required in all FBI locations, including Headquarters, field offices, resident agencies, and legal attaches compared to the actual number of terminals available.  Percentage of DASD available in the FBI Headquarters Computer Center compared to the amount of DASD required. The availability of DASD is measured in gigabytes.  Percentage of FBI offices in which token ring installation has been completed compared to the number of offices requiring installation.
		Decrease the percentage of manual procedures and administrative procedures through the use of electronic redaction of information.	Percentage of manual procedures and administrative measures diminished due to electronic redaction of information.
	Management and Administration	Consistent with appropriated funds, efficiently meet the personnel resource requirements of the FBI through effective recruitment with an emphasis on the hiring of minorities and women.	Diversify the labor force by increasing minority hiring percentages annually.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		Select qualified employees to meet FBI supervisory and management needs in a manner which provides equal employment for all personnel.	a
		Effectively distribute resources through an efficient and timely special agency selection, staffing and transfer process.	Complete the announcement for all support vacancies at FBIHQ, internal postings and external hires, within 14 calendar days or fewer of receipt of the request in the Staffing Unit, Personnel Management Section.  Once a support vacancy announcement at FBIHQ has closed, forward a list of qualified candidates to the selecting officials within 21 calendar days or fewer.  Complete the adjudication of all routine disciplinary cases in 60 calendar days or fewer.  Complete full background investigations on Special Agent applicants within 30 workdays or fewer.  Complete all Special Agent transfers, excluding hardship transfers, within 30 days or fewer.
		Insure the effective and efficient administration of personnel by providing position classification, staffing, pay and leave administration and other employee benefit services.	Complete all master description requests with promotions, wherein the position has already been classified, in 30 workdays or fewer.  Distribute notification to the appropriate offices, verify eligibility and process Standard Form (SF) 50 within 10 days of receipt of the Special Agent promotion/within grade lists from the Administrative Systems Automations Planning Unit.  Verify eligibility, determine appropriate pay rate and remarks of all pay actions by SF 50 within 10 workdays.  Process all employee benefit claims/applications within 30 days with a satisfaction level of 85 percent.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Management and Administration (Inspection Division)	Conduct on-site inspections of FBI field and headquarters divisions and legal attache offices in accordance with accepted quantitative and qualitative audit standards and applicable laws, rules and regulations and stated policy. Conduct shooting and other administrative inquiries as needed.	Number of FO and HQ inspections conducted and instructions and recommendations approved. Results in more efficient and effective field and FBI HQ operations.
		Identify, analyze and resolve organizational performance, program, and policy issues through the conduct of organizational surveys, program evaluations, and policy analysis.	Number of evaluations and analyses undertaken and number of recommendations approved. Results in more efficient and effective management decisionmaking.
		Conduct financial audits of the FBI's fiscal affairs and provide management with independent assessments of financial operations.	Number of FO and HQ audits conducted, and number of instructions and recommendations approved. Results in enhanced management decision-making with regard to FBI financial matters.
		Produce the FBI's strategic and annual plan.	The FBI Strategic Plan and annual plans are prepared in a timely manner. Results in overall organizational guidance and direction for operations and budgeting.
		Resolve allegations of criminality and serious misconduct against FBI employees in a thorough, objective and timely fashion.	Number of cases opened and number of actions taken. Results in a continuing definition for expected employee conduct.
Office of Equal Employment Opportunity Affairs	Reduce the number of EEO complaints filed by 5 %.	Total number of EEO complaints filed during FY.	
	Of all EEO complaints filed, increase the number of complaints addressed and closed as the result of settlement agreement.	Total number of EEO complaints closed by settlement agreement.	
Technical Field Support and Services	Increase the number of Electronics Technicians (ETs) in FBI field offices.	The quantity of ETs required in FBI field offices.	
		The number of ETs authorized to install, repair, and to perform corrective and mandated preventive maintenance to communications and physical security systems.	
	Expand antenna sites in support of the Digital Voice Privacy (DVP) System.	The number of antenna sites required by the DVP Project.	
		The percentage of sites and circuits which can be funded using base resources.	

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Training	Train required number of FBI New Agents. Priorities are: Graduate trainees who have the necessary skills and knowledge in the areas of informants/intelligence gathering, communications, interviewing and investigative techniques, legal, firearms, and defensive tactics to function as GS 10 investigators upon being assigned to an FBI field office.	Number of FBI employees trained and student training days provided at the FBI academy: FBI New Agents.
		Enhance the curriculum and train the approved number of law enforcement officers in the FBI National Academy (FBINA) program. Priorities are: for each of the four FBINA sessions involving appropriately 1,000 students, enhance the curriculum with the addition or improvement of forensic science and other undergraduate, graduate, and non-credit courses; and conduct a needs analysis of FBINA automation training needs.	Number of State, local and international Criminal Justice personnel trained and student training days provided at the FBI Academy: National Academy.
		Improve the investigative, managerial, and technical capabilities of FBI and other Criminal Justice personnel by providing continually updated education programs at the FBI Academy. Priorities are: mandated FBI in-services; the Law Enforcement Executive Development Seminar; the National Executive Institute; and providing forensic science and other training for each DEA Basic Agents Class.	Number of FBI employees trained and student training days provided at the FBI Academy: FBI In-Services.  Number of state, local and international Criminal Justice personnel trained and student training days provided at the FBI Academy: All Other.
			Extent of relevance to training assignments of in-service training provided to FBI employees at the FBI Academy.
		Improve the investigative, managerial, and technical capabilities of Criminal Justice personnel through continually updated training by FBI instructors at locations throughout the United States and at selected international sites. Priorities are: provide investigative and technical training to approximately 100,000 local law enforcement personnel.	Number of State and local Criminal Justice personnel trained through Field Training Program.

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		Conduct research and provide evaluative, investigative, and operational assistance in areas where FBI Academy personnel have specialized expertise. Priorities are: host a Violent Crimes Seminar at the FBI Academy; conduct research in the area of interview and interrogation techniques and publish the results; and initiate research on the psychology of white collar crime offenders.	<sup>a</sup>
	Violent Crimes	To continue the Safe Streets Task Force (SSTF) Initiative with other Federal, state and local law enforcement agencies, ensuring the most effective and efficient utilization of resources, and resulting in an approximate increase of 5 percent in arrests, indictments, and convictions.	Total SSTF. Number of Field Offices with SSTF. Total SSTF Participants: •FBI •State/Local •Other Federal Agencies. Arrests. Indictments & Informations. Convictions.
		To establish a total of 7 task forces on Indian Reservations with the Bureau of Indian Affairs (BIA) and Tribal police to address crimes of violence and sexual abuse of children.	Task Forces with BIA/Tribal Police.
		Increase number of gang cases initiated by at least 5 percent.	Gang-related matters initiated
White Collar Crime		Increase by 5 percent the number of Health Care Fraud (HCF) investigations initiated.	HCF cases.
		Increase by 5 percent the number of Environmental Crimes (EC) investigations initiated.	EC cases.
		Increase by 5 percent the number of individuals and/or corporations charged via indictment, information, or complaint within the areas of HCF and EC.	HCF and EC Indictments, informations, and complaints.

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<b>Immigration and Naturalization Service<sup>1</sup></b>	Adjudications and Naturalization	b	<p>Current measures are related to measuring casework processed (e.g., applications received, processed and pending).</p> <p>Possible indicators:            a) Percentage of applications received that are fraudulent.            b) Success in identifying fraudulent applications.            c) Average time required to process applications and interview applicants.            d) Percent of applicants that successfully appeal their case before the various courts.</p>
	Border Patrol	b	<p>Current workload measures: Number of apprehensions and seizures.</p> <p>Possible indicators:            a) Border crossing recidivism rate.            b) Number of border crossings missed.            c) Deterrent effect of border crossing policy.</p>
	Detention & Deportation	b	<p>Current workload measures are measures of specific outputs such as aliens detained, aliens expelled, and aliens placed on bond, etc.</p> <p>Possible indicators:            a) Percent of orders to show cause that result in final orders of deportation.            b) Number of final orders of deportation that lead to actual deportation.</p>
	Inspections	b	<p>Current workload measures include persons inspected, vehicles inspected, inadmissible aliens intercepted, and drug seizures.</p> <p>Possible indicators:            a) Average waiting time for inspections.            b) Percentage of fraudulent entry attempts intercepted.</p>

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	International Affairs and Outreach	<sup>b</sup>	<p>Current workload measures are related to measuring casework processed (e.g., adjudications received, processed and pending).</p> <p>Possible indicators:            a) Percentage of applications received that are fraudulent.            b) Success in identifying fraudulent applications.            c) Average time required to process applications and interview applicants.            d) Number of applications processed.</p>
	Investigations	<sup>b</sup>	<p>Current measures are measures of specific outputs such as criminal cases completed and defendants prosecuted.</p> <p>Possible indicators:            a) The national employers sanctions compliance rate.            b) The number of deportable incarcerated aliens actually removed from the United States that were identified by Investigations through the Institutional Hearing Program.</p>
	Legal Proceedings	<sup>b</sup>	<p>Current measures are measures of specific outputs such as trial attorney appearances, cases prepared, legal consultations, legal opinions and memoranda, and notices of intent to fine, etc.</p> <p>Possible indicator:            Percentage of orders to show cause that result in final orders of deportation.</p>
	INITIATIVE: Promote the Professional Development of all employees with Special Emphasis on Integrity and New Technology	<sup>b</sup>	<p>Workload indicators for addressing backlogs:            •Managerial            •Supervisory            •Advanced.</p> <p>Workload indicators for distributed learning:            •Export            •In-Service            •Extension.</p> <p>Possible indicator:            Improved operational output for each type of employee receiving training.</p>

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	INITIATIVE: Reduce Incentives for Illegal Immigration, while Improving Delivery of Customer Services	b	<p>Workload Indicators for the Law Enforcement Support Center:</p> <ul style="list-style-type: none"> <li>•Inquiries</li> <li>•Aliens identified as aggravated (felons requiring investigation/processing for deportation by field investigators).</li> </ul> <p>Workload Indicators for Telephone Verification System:</p> <ul style="list-style-type: none"> <li>•Participating State Agencies</li> <li>•Queries on SAVE database</li> <li>•Participating Employers</li> <li>•Ineligible aliens identified</li> <li>•Secondary Verification Completions.</li> </ul> <p>The nationwide employer sanctions compliance rate.</p> <p>Possible indicator: The affect of the Verification Information System on the nationwide employer sanctions compliance rate.</p>
	INITIATIVE: Strengthen Border Management	b	<p>Border Patrol Workload Measures:</p> <ul style="list-style-type: none"> <li>•Deportable Aliens Apprehended</li> <li>•Smuggled Aliens Apprehended</li> <li>•Smugglers Apprehended</li> <li>•Number of Criminal Aliens Apprehended</li> <li>•Number of Seized Conveyances</li> <li>•Number of Drug Seizures</li> <li>•Value of Drug Seizures.</li> </ul> <p>Inspections Workload Measures:</p> <ul style="list-style-type: none"> <li>•Persons Inspected</li> <li>•Vehicles Inspected - Land Border Fee</li> <li>•Inadmissable Aliens Intercepted</li> <li>•Seizures of Illegal Drugs.</li> </ul> <p>Possible indicators: a) Percentage of illegitimate crossers who are referred to secondary by primary inspectors. b) Percentage of illegitimate crossers who are apprehended by Border Patrol.</p>
<b>Justice Management Division</b>	Justice Management Division	The Personnel Staff will decrease turnaround times by at least * for personnel action requests and notices of action taken.	<p>Average number of days to deliver a selection list to requesting office.</p> <p>Average number of days to deliver an accurately classified job to the requester.</p> <p>Average number of days to deliver SF-50s to clients.</p>

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		The Telecommunications Service Staff will resolve * of data trouble calls within 2 hours.	Data Communications trouble calls: % resolved w/in 2 hours.
		The Security and Emergency Planning Staff will conduct * security compliance reviews for FY 96. These security compliance reviews include initial, follow-up, and limited focus reviews of all Department components.	Number of security compliance reviews conducted and follow-ups conducted.
		The Procurement Services Staff will have * of Departmental contracts approved, and * of awards made in a timely fashion to meet customer needs.	Percentage of contracts approved and percentage of contracts awarded in a timely manner.
		The Finance Staff will work to increase utilization of NFC supplied systems resources and decrease scope and magnitude of intermediary processing using DOJ resources.	Increase utilization of NFC supplied systems resources; decrease scope and magnitude of intermediary processing using DOJ resources.
		The Telecommunications Services Staff will prepare customer chargeback statements within * days of end of each month.	Percentage of customer chargeback statements prepared within 45 days of end of month.
<b>National Drug Intelligence Center</b>	National Drug Intelligence Center	Produce * National Support Series reports on drug trafficking matters of national concern.	Complete target number of National Support Series Reports.
		Produce * General Support Series reports relating to strategic organizational drug intelligence matters of Intelligence Priorities Board concern.	Complete target number of General Support Series reports.
		Produce * Direct Support Series reports (Document Exploitation, Computer Exploitation, and Intelligence Support Reports).	Complete target number of Direct Support Series Reports.
		Produce * Technical Information Series reports relative to compatibility standards and the efficient and effective transfer of counterdrug intelligence.	Complete target number of Technical Information Series Reports.
		Receive a * percent customer satisfaction survey response for timeliness and usefulness of intelligence products.	Percentage of favorable customer satisfaction surveys.
<b>National Institute of Corrections</b>	Academy Division	The immediate supervisors/chief executive officers of 90% of the participants who completed the seminar will report specific ways that the program has had a positive impact on the participants' work-related performance.	Percentage of Correctional Leadership Development (CLD) participants whose supervisors/CEOs report a positive impact on their job-related performance.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Community Corrections Division	Within six months of the project start, all jurisdictions will organize an intermediate sanctions policy team that minimally includes a judge, prosecutor, and community corrections administrator responsible for project goals.	Percentage of jurisdictions that have an intermediate sanctions policy team that meets regularly (at least quarterly) regarding project goals.
		Within 12 months of the project start, all jurisdictions will have collected data required for objectively examining and developing intermediate sanctioning policies.	Percentage of jurisdictions that collect data necessary for objectively examining and developing intermediate sanctions policy: a. system data b. offender profile data c. sanctioning data.
		Within 15 months of the project start, all jurisdictions will develop rational, data-driven policies guiding the use of intermediate sanctions for female offenders.	Percentage of jurisdictions that develop rational, data-driven policies guiding the use of intermediate sanctions for females.
	Jails Division	Fifty percent of the participating jurisdictions will identify significant cost savings in their planning, design, construction, and/or operating expenses within one year of opening their new jail.	Percentage of Facility Development Program (FDP) participants that identify significant cost savings in their planning, design, construction, and/or operating expenses.
		Participating jurisdictions will be 50% less likely than non-participating jurisdictions to be successfully sued for conditions of confinement, annually.	Ratio of FDP participants successfully sued for conditions of confinement to non-FDP participants successfully sued for conditions of confinement.
	Prisons Division	Within one year of receiving technical assistance, ninety percent of the Development and Evaluation of Objective Classification Systems (OCS) technical assistance recipients will develop and implement an inmate objective classification system.	Percentage of OCS technical assistance recipients who report development of specific policies, procedures, and operational changes which increase objectivity in decision-making in their inmate classification system.
<b>Office of the Inspector General</b>	Audit, Inspections and Investigations	Issue audit products that promote economy, effectiveness and efficiency within the Department.	Meet with auditees, when feasible, to review findings and conclusions and co-develop recommendations for improved operations prior to issuance of final reports.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		Provide information and recommendations through objective assessments that identify opportunities for improving Department programs, operations and/or information systems. At least * percent of the inspection reports will either provide assurances of positive operations or identify one or more of the following types of opportunities for improvements: 1. productivity/efficiency; 2. early warning of emerging problems; 3. regulatory/legislative change(s); 4. money savings and financial improvements.	Number of final reports issued.  Number of reports providing assurances of positive operations.  Number of reports identifying one or more of the opportunities for improvement listed above: a. results from self-assessment; b. survey results from primary customers; c. survey results from the AG and DAG.
		Reduce the processing time of referrals to Departmental components to 24 hours.	Average number of hours needed to review and transmit referral to appropriate component for action.  Levels of review required.
		Provide written notification of serious/critical problems, abuses and/or deficiencies within Department components.	Issuance of 7-day letter to the Congress.  Issuance of semiannual report to the Attorney General and Congress.
		Assist Department management in the prevention of fraud and abuse in Department of Justice.	Issue Notifications of Irregularities based on facts detected as a result of audit work.
		Increase the number of senior Department officials and employees in high risk groups reached through Integrity Awareness Briefings.	Number of employees attending integrity briefings.
		Receive and process allegations, including investigating those involving criminal violations, and pursue all phases of prosecution to include arrest, indictment and conviction.	Number of arrests.  Number of indictments.  Number of convictions.  Number of complaints processed.  Cases pending - start of year.  Number of cases opened.  Number of cases closed.  Cases pending - end of year.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
<b>Office of Justice Programs</b>	Anti-Drug Abuse Program	<p>To encourage the establishment of policies, the development of strategies and reallocation or targeting of resources to increase the effectiveness and efficiency of drug- and crime-control and prevention efforts by:</p> <ul style="list-style-type: none"> <li>o establishing * new and expanding * existing activities that develop model policies, legislation, and programs</li> <li>o applying requirements for planning and development of strategies to * percent more programs</li> <li>o increasing the comprehensiveness and balance of the drug control and violent crime strategies developed by the States under the Formula Grant Program.</li> </ul>	<p>Number of policy centers, model legislation, or model programs created or enhanced.</p> <p>Percent of programs with a comprehensive planning/strategy development requirement.</p> <p>Number of jurisdictions engaged in a comprehensive planning/strategy development process.</p> <p>Trends in the allocation of formula grant funds to reflect a balance across the criminal justice system and among the authorized purpose areas.</p> <p>Number of new demonstration programs developed.</p> <p><i>Number of demonstration grants awarded.</i></p> <p>Number of individuals trained.</p> <p>Number of jurisdictions provided technical assistance.</p>
			<p>To provide State and local criminal justice agencies with state-of-the-art information on innovative and effective programs, practices and techniques by:</p> <ul style="list-style-type: none"> <li>o increasing the number of demonstration programs by *</li> <li>o increasing the number of new or innovative formula grant programs implemented by the States by * percent</li> <li>o developing and publishing * new publications which describe and/or provide guidance on implementation of model programs and practices</li> <li>o implementing new outreach mechanisms to increase the number of government officials and criminal justice practitioners who access program information by * percent.</li> </ul>

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Component	Program decision unit	Annual goal	Indicator
		<p>To improve and enhance the capability of State and local agencies to engage in effective drug- and crime control efforts by:</p> <ul style="list-style-type: none"> <li>o providing training to * criminal justice practitioners</li> <li>o providing technical assistance to * jurisdictions/agencies</li> <li>o developing and implementing procedures to obtain feedback from those receiving training and technical assistance to assess changes and improvements implemented as a result of this assistance.</li> </ul>	<p>Number of new demonstration programs developed.</p> <p>Number of demonstration grants awarded.</p> <p>Number of training curriculums developed or enhanced.</p> <p>Number of individuals trained.</p> <p>Number of jurisdictions provided technical assistance.</p>
		<p>To encourage and facilitate greater coordination and cooperation among Federal, State and local units of government, within the criminal justice system, between criminal justice officials and the community served, among criminal justice, treatment and education agencies, and across jurisdictional lines by:</p> <ul style="list-style-type: none"> <li>o making the level of coordination and cooperation one of the application review criteria for all grant applications</li> <li>o incorporating guidance and methods for improving coordination and cooperation into * training programs and * publications.</li> </ul>	<p>Number of new demonstration programs developed.</p> <p>Number of demonstration grants awarded.</p> <p>Number of individuals trained.</p> <p>Number of jurisdictions provided technical assistance.</p> <p>Percent of programs with a coordination/cooperation requirement.</p> <p>Number of training programs which provide guidance for improving coordination and cooperation.</p> <p>Number of publications which provide guidance for improving coordination and cooperation.</p>

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\* Text deleted by the Department of Justice

Component	Program decision unit	Annual goal	Indicator
Crime Victims Fund	<p>Provide staff and financial resources and incentives to encourage aggressive U.S. Attorney, Bureau of Prison, etc. efforts to collect criminal fines and penalty assessments for deposits in the Crime Victims Fund to include:</p> <p>(1) Coordinating and hosting the annual Attorney General's award ceremony recognizing Department of Justice employees who have made special efforts to collect criminal fines and penalties from convicted defendants;</p> <p>(2) Support department-wide training for financial litigation unit staff on the use of dollars collected from convicted defendants;</p> <p>(3) Support an information video on the programs supported with Crime Victims Fund dollars for use in training debt collection staff of the department; and</p> <p>(4) Seek legislative amendments to increase amounts assessed for criminal fines and penalty assessments and identify new sources of assessment.</p>	<p>Execution of awards ceremony identifying the most innovative initiatives for debt collection.</p> <p>Dissemination of information regarding innovative techniques for debt collection.</p> <p>Production of an information video on impact of Crime Victim Fund dollars to support programs for crime victims.</p> <p>Draft legislative language to amend the Victims of Crime Act to provide for increased penalty assessments and fines, and to identify new revenue sources for the Fund.</p>	
	<p>Develop a time/task line for strategic planning, which would include:</p> <p>(1) Appointing work group leaders of Division Directors to manage and assign tasks to staff.</p> <p>(2) Contacting various constituent groups, through divisions or working groups, to discuss areas in which national leadership is needed to identify gaps in products and services to victims of crime.</p> <p>(3) Presenting information gathered to the working group leaders or Division Directors. Leaders, Division Directors, and the OVC Director would compile the recommendations and suggestions, which could be consolidated into a plan of action for OVC.</p> <p>(4) Conducting an investigation of what has already been done by other OJP Bureaus, Federal agencies, public and nonprofit organizations in various areas of victimization. This information should be maintained in a user-friendly format for easy access and to avoid duplication of efforts.</p> <p>(5) Evaluating staffing needs based on the OVC plan of action and general goals of OVC.</p>	<p>Development of a short- and long-term funding plan.</p> <p>Plan projects emerging issues and responds to priorities established by the victims community.</p> <p>Projections for program funding are built into the plan.</p> <p>Plan considers staff resources as well as support from other components of the Department and federal government.</p>	

(continued)

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\* Text deleted by the Department of Justice

Component	Program decision unit	Annual goal	Indicator
		<p>To enhance the delivery of state VOCA compensation and assistance funds:</p> <p>(1) Increase the number of states that utilize the Automated State Crime Victim Compensation Tracking System.</p> <p>(2) Increase the speed with which OVC processes grant applications and makes annual compensation and assistance awards.</p> <p>(3) Provide more opportunities for training and technical assistance at the state and local levels to inform grant and subgrant recipients of the functions of OVC and to assist in the efficient filing of grant applications.</p> <p>(4) Solicit information from OJP offices and bureaus, as well as the National Victims Resource Center, on victims issues within each state.</p> <p>(5) Redesign site visit protocols to incorporate the solicitation of missing information from site visits of state victim service agencies, in addition to state grantees.</p> <p>(6) Develop standardized questions that will facilitate capturing victim issues through meetings, telephone contact, and letters.</p> <p>(7) Capture information in a database or other type of easy retrieval mechanism.</p> <p>(8) Respond to emerging issues where allowable by statute or mission.</p>	<p>How many states have adopted the Automated State Crime Victim Compensation Tracking System?</p> <p>Does OVC make state grants awards earlier than in previous years?</p> <p>Is OVC able to respond to more requests for training and technical assistance than in previous years and do the training and technical assistance efforts reach more individuals or programs?</p> <p>What contacts were made with OJP offices and bureaus to support victims issues within each state?</p> <p>Were site visit protocols revised to incorporate soliciting missing information from state victim service agencies and state grantees?</p> <p>Were standardized questions developed that facilitated the capturing of victim issues with victim professionals?</p> <p>Were information databases developed to capture state victim information?</p> <p>Do permanent compensation and assistance files contain appropriate information?</p> <p>Were issues and recommendations sought from victim professionals compiled and presented to Division and OVC Directors?</p>

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\* Text deleted by the Department of Justice

Component	Program decision unit	Annual goal	Indicator
		<p>To improve the Federal criminal justice system response to victims of crime:</p> <p>(1) Increase the provision of direct services to victims of Federal crime by the designation of victim-witness assistance positions.</p> <p>(2) Expand provision of training and technical assistance to Federal criminal justice personnel.</p> <p>(3) Expand the number and type of informational materials provided to criminal justice and victim assistance agencies and victims.</p> <p>(4) Increase monitoring efforts to Federal law enforcement agencies regarding compliance with Federal victim assistance statutes.</p>	<p>Number of designated victim assistance positions who provide services to Federal crime victims.</p> <p>Number and type of training and technical assistance contacts.</p> <p>Development and dissemination of materials:</p> <p>(a) Number of new materials developed</p> <p>(b) Number of materials disseminated</p> <p>(c) Number of agencies that receive materials.</p> <p>Number of Federal agency contacts.</p>
		<p>To assist Indian Tribes to improve the investigation, prosecution, and handling of <i>serious child abuse and child sexual abuse</i> cases in a manner that limits additional trauma to child victims:</p> <p>(1) Increase the percentage of existing Children's Justice Act (CJA) programs that establish the multidisciplinary protocols and procedures to address the handling of serious child abuse cases.</p> <p>(2) Increase the number of specially trained tribal investigators and prosecutors to handle child abuse.</p> <p>(3) Increase the effectiveness of technical assistance provided to OVC CJA programs.</p>	<p>Percentage of existing CJA programs with multidisciplinary protocols.</p> <p>Number of special-trained people.</p> <p>Number and type of training and technical assistance contacts.</p>

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\* Text deleted by the Department of Justice

Component	Program decision unit	Annual goal	Indicator
		<p>To improve the availability and effectiveness of training and technical assistance:</p> <p>(1) Increase the availability of training and technical assistance to state grantees.</p> <p>(2) Increase the availability of training and technical assistance to Federal criminal justice personnel, especially in response to new Federal crime legislation and emerging issues.</p> <p>(3) Increase the availability of materials and products to be used during and following the provision of training and technical assistance.</p> <p>(4) Increase the usage of interactive or user-friendly technologies to disseminate training materials widely and to greater effect.</p> <p>(5) Identify areas where systemic change is necessary to afford victims opportunity for participation in the criminal justice system.</p> <p>(6) Maximize limited discretionary funding by leveraging OVC training and technical assistance dollars with activities of other DOJ components and federal agencies.</p> <p>(7) Utilize the National Victims Resource Center for resource material development, refinement and dissemination, as appropriate.</p>	<p>Number of trainers and training and technical assistance opportunities made available to states.</p> <p>Number of trainers and training and technical assistance opportunities made available to Federal criminal justice system personnel.</p> <p>Number and type of materials and products made available during training and technical assistance initiatives.</p> <p>Number of joint funded/supported training and technical assistance ventures.</p>
		<p>To increase opportunities for more effective and efficient coordination of and collaboration on victims initiatives:</p> <p>(1) Increase meaningful opportunities for coordination and collaboration between OVC and OJP Bureaus and Offices during program planning and generally throughout the year.</p> <p>(2) Increase number of jointly funded or staff supported initiatives between OVC and OJP Bureaus and Offices.</p> <p>(3) Increase meaningful opportunities for coordination and collaboration between OVC and Justice Department components, as well as other Federal agencies.</p> <p>(4) Increase meaningful opportunities for the provision of input and collaboration between OVC and national victims organizations and other public and private organizations that address victim-related concerns.</p>	<p>Number and quality of opportunities for coordination and collaboration during the program planning process and generally throughout the year.</p> <p>Number and quality of joint initiatives.</p> <p>Number and quality of opportunities for coordination and collaboration during the program process and generally throughout the year.</p> <p>Number and quality of opportunities for input and collaboration between OVC and organizations.</p>

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\* Text deleted by the Department of Justice

<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
Criminal Justice Statistical Programs		To collect and analyze statistical information on crime and the operation of justice systems for the President, the Congress, the Department, State and local executives and officials, the media, and the public.	Major statistical series perennially maintained, intermittently maintained, and other special data collections.
			Number of statistical reports produced inhouse by BJS analysts.
			Number of statistical reports produced inhouse by BJS analysts.
			Number of calls to BJS-sponsored computerized bulletin boards.
		To publish and disseminate statistical information on crime and the operation of justice systems to the President, the Congress, the Department, State and local executives and officials, the media, and the public.	Statistical and related reports prepared for BJS by grantees and contractors and published by BJS.  Number of data sets and documentation disseminated by criminal justice data archives.  Number of statistical reports disseminated by BJS Clearinghouse and Drugs & Crime Data Center & Clearinghouse.  Number of telephone requests for data and reports filled by the BJS Clearinghouse and Drugs & Crime Data Center & Clearinghouse.
		To conduct, support, and implement recommendations to improve the quality of justice statistics, records, and information systems.	Number of States receiving assistance to improve the quality of criminal history records.  Number of active grants and cooperative agreements maintained.
		To encourage the development, maintenance, and utilization of State and local governmental organizations and facilities responsible for the collection and analysis of justice data and statistics.	State statistical projects supported (grants/cooperative agreements).

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\* Text deleted by the Department of Justice

<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		To protect the core Bureau of Justice Statistics (BJS) statistical series from the base-erosion effects of government-wide salary cost of living increases and to expand and develop new data collection efforts in areas where inadequate information now exists. These areas of expansion include: leading statistical indicators of emerging crime trends (LICINS); statistics on criminal history background checks required by the Brady Act and by the National Child Protection Act (Firearms Inquiries Statistical Program); statistical data on intentional injuries, such as domestic violence and child abuse, identified by hospital emergency rooms; and data on the policies and practices of public defender offices.	<p>Number of participating states under the FIST (Firearms Inquires Statistical Program).</p> <p>Number of cities covered under the Leading Indicators Crime Information System (LICINS).</p> <p>Number of hospitals sampled under the Internal Injuries Statistical Series.</p> <p>Number of public defender offices surveyed under Indigent Defense Statistical Series.</p>
	Juvenile Justice Programs	To aid in the prevention, reduction, and treatment of juvenile crime and delinquency and to improve the administration of juvenile justice by providing the financial and technical support to State and local units of government, public and private agencies, organizations and institutions.	<p>Training and technical assistance to States and units of general local government on implementation of juvenile delinquency prevention programs funded under Title V of the JJDP Act.</p> <p>Technical assistance and training to law enforcement and other local juvenile justice system officials; juvenile corrections and detention personnel, juvenile court personnel including judges and juvenile court administrators.</p>

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Component	Program decision unit	Annual goal	Indicator
		<p>To facilitate, through provision of technical/financial resources and national leadership full compliance with the Formula Grant Program legislative mandates that:</p> <ul style="list-style-type: none"> <li>o Status offenders and non-offenders not be held in secure detention and correctional facilities;</li> <li>o Juveniles found to be delinquent, or status offenders, shall be separated from adult persons incarcerated for criminal offenses in secure facilities;</li> <li>o Juveniles held in adult jails and lockups in all States and territories that participate in the Juvenile Justice and Delinquency Prevention Program shall be removed;</li> <li>o Participating states address the over-representation of minority youth in secure facilities; and</li> <li>o Each state develop and maintain a monitoring compliance system as required by Section 223(a)(15) of the Act for purposes of supporting maintenance of compliance with the deinstitutional, separation and jail removal requirements.</li> </ul>	<p>Technical assistance and training to States and Territories on compliance with the mandates of the JJDP Act, i.e., training conferences, on-site technical assistance, and training meetings.</p>
		<p>To disseminate information produced by research, development, and demonstration activities as well as training, technical assistance, and clearinghouse activities on preventing and controlling juvenile delinquency and improving the juvenile justice system.</p>	<p>Enhanced information dissemination through increased publication and distribution of journals, reports, bulletins, summaries, fact sheets and other serial publications in both printed and electronic formats.</p>
Missing Children's Program		<p>To reduce the incidence of crimes against children, particularly kidnapping and sexual exploitation, and to improve the criminal justice, social services and treatment systems that are responsible for dealing with these crimes when they occur, i.e., by providing technical assistance and training to law enforcement agencies, State and local governments, private non-profit agencies, and individuals in the prevention, investigation, prosecution and treatment of the missing or exploited child case and in locating and recovering missing children.</p>	<p>Law enforcement investigators trained on techniques of investigating missing and exploited children.</p> <p>Training medical professionals on infant abductions.</p>

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Component	Program decision unit	Annual goal	Indicator
		To establish and maintain a national resource center and clearinghouse to: (a) provide to State and local governments, public and private non-profit agencies, and individuals information regarding free or low cost legal, restaurant, lodging, and transportation services available to benefit missing children and their families, and information on Federal programs available to assist missing children and their families; (b) coordinate public and private programs that locate and recover missing children; (c) nationally disseminate information on innovative missing childrens' programs, services, and legislation.	Instances of technical assistance provided through a national clearinghouse and resource center for missing and exploited children that provides case services.  Brochures, manuals and child safety guides developed, published and distributed on missing and exploited children to law enforcement, parents and other professionals.
		To improve responsiveness by maintaining a 24-hour national toll-free telephone line where individuals may report information regarding the location of missing children and request information on reuniting such children with their families.	Calls received on the Hotline.
		To improve the effectiveness of coordination among all Federally funded programs related to missing children.	a
Regional Information Sharing System		To encourage and facilitate the rapid exchange and sharing of information pertaining to known or suspected criminals or criminal activity among Federal, State, and local law enforcement agencies.	Membership.  Total Subjects in Database.  Inquiries.  Hits in Project/Other Files.  Arrests.  Narcotics Seizures.  Property Seizures.  Civil/RICO Seizures.  Analytical Service Requests.  Analytical Products Delivered.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		To enhance coordination and communication among participating agencies in addressing multi-jurisdictional crime.	Membership. Arrests. Narcotics Seizures. Property Seizures. Civil/RICO Seizures.
		To provide technical and financial resources to augment existing multi-jurisdictional enforcement resources (including loaning specialized equipment, training, and investigative expenses).	Agencies Borrowing Equipment. Individuals Trained. Agencies Receiving Financial Assistance.
Research, Evaluation, and Demonstration Programs		Sponsor research to accumulate information and make significant advances in knowledge on priority areas of firearms, youth and violence, drug and alcohol-related crime; the consequences of crime; crime prevention and improvements in the effectiveness of the criminal justice system. Develop State and local capacity to conduct research and increase co-funded interagency partnerships.	Firearms Demonstration Projects. State & Local Research Development Enhancements. Co-Funded, Interagency Partnerships.
		Increase and strengthen the evaluations of programs to learn what is working to prevent and reduce crime.	Percent of Experimental Impact Evaluation. Develop Evaluation Program on Victim Services: number of projects. Number of Projects using Innovative Evaluation Techniques.
		Identify, develop, adapt, or transfer tools to the criminal justice system capable of improving the safety of the public and law enforcement and corrections personnel and of improving the efficiency and effectiveness of law enforcement and corrections personnel in local, State, and Federal agencies.	Percent of Technology Projects Developing Prototypes. Number of Technologies Actively Considered for Commercial Development. Number of Products Evaluated for Law Enforcement Suitability. Number of Law Enforcement Lives saved by National Institute of Justice (NIJ) technology.

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Component	Program decision unit	Annual goal	Indicator
		Develop, expand and increase the use of modern communications technologies, publications formats and research applications and training products available to the field.	<p>Monthly bulletin board users.</p> <p>CD-ROM's sold/yr.</p> <p>Monthly Internet contacts.</p> <p>Number of publication formats added to base of 8 NIJ series.</p> <p>Percent grantees sending public files electronically.</p> <p>Number of research applications &amp; training products annually.</p>
	Victims of Child Abuse	To improve the quality of local and Federal child abuse prosecution by providing training and technical assistance to prosecutors on the handling of child abuse and neglect cases.	Provide technical assistance and training to prosecutors on the handling of child abuse and neglect cases.
		To establish a children's advocacy program to: (1) focus attention on child victims by assisting communities in developing child-focused community-oriented, facility-based programs designed to improve the resources available to children and families; (2) provide support for nonoffending family members; (3) enhance coordination among community agencies and professionals involved in the intervention, prevention, prosecution, and investigation systems that respond to child abuse cases; and (4) train physicians and other health care and mental health care professionals in the multidisciplinary approach to child abuse so that trained medical personnel will be available to provide medical support to community agencies and professionals involved in the intervention, prevention, prosecution, and investigation systems that respond to child abuse cases.	<p>Establish and operate four regional children's advocacy centers for purposes of delivery of technical assistance, networking and training to local children's advocacy centers and organizations interested in developing centers.</p> <p>To increase membership in the National Network of Children's Advocacy Centers.</p>

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\* Text deleted by the Department of Justice

<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		To develop resource guidelines for the juvenile and family courts' handling of abuse and neglect cases and a comprehensive training curriculum designed to improve the judicial system's handling of abuse and neglect cases and to develop a technical assistance package that will allow for the transfer of preferred practice and resource guidelines to other juvenile court jurisdictions to improve the effectiveness of processing child abuse and neglect cases.	To train judges and court officers in the resource guidelines and their implementation.  To disseminate resource guidelines nation-wide to judicial organizations and write articles about them for the judicial periodicals.
		To provide technical assistance, information and support to Court Appointed Special Advocate (CASA) programs, as well as information and assistance to communities developing new programs, and provide support to existing and developing State organizations on issues such as the development of goals and objectives, State legislation, and State standards to strengthen local programs.	Increase the number of CASA volunteers.  Increase local CASA programs operating in 50 states.
<b>Organized Crime Drug Enforcement Task Force Program</b>	Drug Intelligence	In FY 1995, the Regional Drug Intelligence Squads (RDIS) will continue to identify the international and domestic core organizations and the international/domestic secondary organizational networks. This is an on-going and cumulative process and is not now quantified. The FY 1994 Performance Measurement analysis will, however, begin to provide benchmark data.	Number of International Core Organizations Identified.  Number of Domestic Core Organizations Identified.  Number of Secondary Organizations identified.
		In FY 1995, the RDISs will continue to support all on-going approved OCDETF investigations, as requested by the investigative teams. The FY 1994 and FY 1995 Performance Measurement analyses will begin to provide benchmark data to quantify the number of investigations which require this type of assistance in FY 1996.	Number of OCDETF Investigations Supported by RDIS Analysis.

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Component	Program decision unit	Annual goal	Indicator
		<p>In FY 1995, the RDISs will support the OCDETF Coordination Group in its role of approving investigation initiation proposals for inclusion into the OCDETF Program. This will be accomplished by a pre-approval analysis on all OCDETF investigation initiation proposals. Members of the RDIS will meet regularly with members of the OCDETF Coordination Group to coordinate its service of intelligence coordination for all Federal, State, and local enforcement for the region and between regions.</p>	<p>Number of OCDETF Investigation Initiation Proposals Reviewed and Supported by RDIS Analysis.</p> <p>Number of Meetings with the OCDETF Coordination Group.</p>
		<p>In FY 1995, the RDIS will review all Performance Measurement Reports (PMR) and will provide input to support the OCDETF Coordination Group and the agencies in their determination of whether OCDETF specific investigations and prosecutions have dismantled the targeted organization. The RDISs will periodically review those reports comparing the data to determine whether other organizations are attempting to fill the void. If "backfill" occurs, the RDIS will assist the operating agencies in targeting all of those replacement organizations. Similarly, the RDIS will review all PMRs and will provide input to aid in determining the extent to which organizations have been disrupted. The RDIS will periodically review those reports and compare them with intelligence data to facilitate for renewed attacks on the remaining portions of the organization.</p>	<p>Number of PMRs reviewed for Dismantlement.</p> <p>Number of PMRs reviewed for Disruption.</p> <p>Number of Analyses for "Retargeting" Investigation Initiation Proposals.</p>

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
Drug Law Enforcement		The first Annual Performance Goal for 1995 is to compare the existing OCDETF Management Information System (MIS) basic output data with preceding years outputs and to identify any extraordinary trends caused by budget levels, new initiatives or priorities, or other external influences.	Number of active investigations at the end of the year.
			Number of inactive investigations at the end of the year.
			Number of investigations closed during the year.
			Number of drug organization investigations closed during the year.
			Number of violent drug organization investigations closed during the year.
			Number of potentially violent drug organization investigations closed during the year.
			Number of money laundering organization investigations closed during the year.
			Agency participation.
		The second Annual Performance Goal for 1995 is to establish a benchmark (baseline) of dismantlements and disruptions of criminal organizations.	Number of investigations closed during the year in which the targeted organization was dismantled.
			Number of investigations closed during the year in which the targeted organization was disrupted.
		The third Annual Performance Goal for FY 1995, is to compare dismantlements and disruptions of criminal organizations closed during FY 1995 against the benchmark.	Number of investigations closed during the year in which the targeted organization was dismantled.
			Number of investigations closed during the year in which the targeted organization was disrupted.
		The fourth Annual Performance Goal for FY 1995 is to use the Performance Measurement analysis and report to develop a Strategic Performance Plan for FY 1996.	Number of investigations closed during the year in which the targeted organization was dismantled.
			Number of investigations closed during the year in which the targeted organization was disrupted.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Prosecution	The first Annual Performance Goal for 1995 is to compare the existing OCDEF MIS basic output data with preceding years' outputs and to identify any extraordinary trends caused by budget levels, new initiatives or priorities, or other external influences.	<p>Number of prosecutions completed during the year in which the targeted organization was dismantled.</p> <p>Number of prosecutions completed during the year in which the targeted organization was disrupted.</p> <p>Number of active prosecutions at the end of the year.</p> <p>Number of prosecutions completed during the year.</p> <p>Number of drug organization prosecutions completed during the year.</p> <p>Number of violent drug organization prosecutions completed during the year.</p> <p>Number of potentially violent drug organization prosecutions completed during the year.</p> <p>Number of money laundering organization prosecutions completed during the year.</p> <p>Number of Indictments/Informations received during the year.</p> <p>Number of Defendants Charged.</p> <p>Number of Defendants Pled/Found Guilty.</p> <p>Amount of Assets Forfeited.</p>
<b>Tax Division</b>	Civil Tax Litigation	Speedy, economical, and just resolution of claims brought against the Government will yield successful conclusions for * of defensive litigation cases.	Percentage of cases brought against the United States, its agencies, and/or officers with successful conclusions.
		Speedy, economical, and just resolution of affirmative litigation will yield successful conclusions for * of cases referred by client agencies.	Percentage of affirmative litigation requested by client agencies with successful conclusions.
		Speedy and economical collection of debts owed to the United States will result in a return of millions of dollars for every attorney workyear expended.	Dollars collected per attorney work year related to debt collection.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Criminal Tax Prosecution	Initial reviews of grand jury and administrative cases will be completed in an average of * days, with * of cases being completed within * days.	Average days per initial review. Completions within 90 days.
		U.S. Attorneys' requests for litigation assistance, both at the trial level and the appellate level, will be honored at the rate of * for both legal source income and targeted enforcement area cases.	Litigation requests in legal source income cases honored. Litigation requests in targeted enforcement cases honored.
		Significant miscellaneous activities will support criminal enforcement effort (i.e. training the Assistant U.S. Attorneys; revising and updating the Criminal Tax Manual; participating in treaty negotiations; commenting on legislative proposals, amendments to the Sentencing Guidelines, amendments to the federal rules and other matters; and participating in task forces).	Rate of participation in miscellaneous activities.
	Federal Appellate Activity	Win, at least in part, * of taxpayer appeals and * of Government appeals.	Percentage of taxpayer appeals won, at least in part, by the Government.  Percentage of Government appeals in which at least part of the relief sought is awarded.
		Maintain the current level of production per attorney.	Number of briefs, reply briefs, and petitions filed per attorney workyear.
<b>United States Marshals Service</b>	ADP/ Telecommunications	Improvement of the capacity to gather, analyze and use data in support of resource allocation, financial planning, and operational and managerial decision-making.	<sup>a</sup>
		Improvement of the capacity to communicate during security and fugitive operations through repair and replacement of radio equipment.	Radios repaired. Radios replaced. Telephones repaired.
		Telephones replaced.	ADP equipment replaced.
		To eliminate, surplus and replace when needed, all desktop personal computers that do not meet current USMS information technology standards and/or have exceeded its expected life cycle, pursuant to agency standards.	
		To provide basic, network connecting to all USMS manned offices in the field.	The number of HQ users on the network.

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<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		To eliminate the use of expensive, outdated, telecommunications approaches using modern, opens systems technology.	The number of suboffices within network districts using network technologies to access USMS and DOJ applications.
		To pursue the best available network solutions for all USMS users based upon sound business, economic and technological decisions.	The number of DOJ and USMS applications accessed through the network.
Fugitive Apprehension		Maintain the current level of arrests on newly issued USMS felony warrants (less than 1 year old) and close at least 70% of the priority warrants.	Number of felony warrants received. Number of felony warrants closed.
		Systematically reduce the backlog of unserved felony warrants (e.g., those cases from 1 to 3 years old).	Number of felony warrants closed.
Management and Administration		Replacement of 1200 existing protective vests, and purchase of load-bearing vests for Special Operations Group.	Protective vests purchased.
		Repair and replacement of defective or inoperable security equipment in USMS offices, such as electronic security cameras and controlled access systems.	Electronic security equipment purchased.
		Restore funding for PCS moves to level prior to FY 1994 cuts.	Number of PCS moves.
		Ensure compliance with regulatory timeframes for conducting EEO counselings, investigations, and adjudications.	Number of informal EEO counselings completed within 30, 90 days. Percentage of counselings resulting in formal complaints. Number of EEO investigations completed within 180 days. Number of EEO investigations requiring supplemental investigation. Number of final agency decisions issued within 60 days.
		Ensure that women, minorities, and persons with disabilities are provided equal opportunity for employment, promotions, training, etc.	Number of minority/disabled applications received compared to number of total applications received. Number of minority/disabled applicants hired compared to total applicants hired.
		b	Number of trips to respond to critical incidents.
		b	Implementation of Administratively Determined pay.

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	National Prisoner Transportation	Zero tolerance of late priority and normal prisoner movements.	Number of complaints regarding late prisoner arrivals.
			Number of prisoners moved compared to number requested.
			Number of movements requiring special handling to meet court or Speedy Trial deadlines.
			Number of prisoner requests processed.
		Implement a semi-automated scheduling system (OTIS) which would enable the Prisoner Transportation Division to provide more efficient service to USMS Districts, BOP institutions and other agencies.	a
		Reduce the cost of prisoner transportation by reduction in flight time and increase in prisoner load per airlift stop.	Number of days and stops per each USMS owned large aircraft (Boeing 727).
			Number of days and stops per each USMS owned small aircraft (SOAP).
			Number of commercial small aircraft charters.
		Development and implementation of the Offender Tracking Information System.	a
Protection of the Judicial Process		Personnel and equipment to ensure that new and renovated federal courthouses can open on schedule with adequate security.	New constructed projects completed.
			New renovation projects completed.
			Equipment purchased to enhance security of court proceedings.
		Adequate funding to ensure that the USMS is not forced to reduce security in most districts in order to provide adequate security for those districts facing extreme circumstances.	a
		Improvement of current and development of information systems, including the Threat Analysis System, the Judicial Security System and the Special Assignments System.	a
		Funds to enable purchase of vehicles on a four-year cycle.	Number of vehicles purchased.
		Positions and funds for equipment and support personnel in court security operations.	a
		b	Number of task forces.

(continued)

**Appendix I  
Components' Annual Goals and Indicators  
From Fiscal Year 1996 Performance  
Measurement Exhibits**

\* Text deleted by the Department of Justice

<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>	
	Seized Assets Management	The percentage of forfeited real property in our inventory pending disposal for more than 12 months should be less than 50% of the overall forfeited real property pending disposition.	Number of properties seized and/or disposed.	
			Number of forfeited real properties on-hand pending disposition.	
			Number of real properties sold during performance period.	
			Of forfeited real properties pending disposition: - percent forfeited in 0-12 months - percent forfeited > 12 months.	
		The percentage of forfeited personal property in our inventory pending disposal for more than 120 days should be less than 33% of the overall forfeited personal property pending disposition.	Number of properties seized and/or disposed.	
		The percentage of assets sold for less than 85% of appraised value should not exceed 25% of all sales during the performance period.	Fair market value of properties sold during performance period/sale price of properties sold.	
Service of Legal Process		Establish service of process feeds that are fair and competitive with private process servers.	Percent of districts with fees lower than the median market process delivery cost in the district's geographic area.	
			Complete and implement the automated system for reporting service of process in all districts.	Percent of districts with completed and implemented automated system.
			Decrease backlog of process by 25% on an annual basis.	Previous number of backlogged process. Current number of backlogged process.
Training		To improve training provided to all Basic Deputy candidates assigned to the Academy in an effort to enhance their skills upon graduation.	The number of training programs conducted.	
			Number of students trained.	
			To increase the number of deputy marshals trained by increasing the number and types of classes held.	Number of DUSMs trained.
		To improve the cost-effectiveness of training through alternate means of training, such as video conferencing.	Number of video conferencing sites.	

(continued)

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\* Text deleted by the Department of Justice

<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
<b>U.S. National Central Bureau - INTERPOL</b>	Administrative Support Division	Provide for USNCB case tracking through total system integration and utilization of a relational database. Cases tracked by 1996 will be * percent.	Percentage of cases tracked by USNCB total system integration and utilization of a relational database.
		Establish and maintain accurate transfer of INTERPOL General Secretariat's Automated Search Facility Mail system and ensure compatibility with USNCB data systems.	Percentage of accurate transfers of INTERPOL General Secretariat's Automated Search Facility Mail system and ensure compatibility with USNCB data systems.
		Re-engineer USNCB travel Process through system automation. Reduce paper filing of travel vouchers and authorizations by 50 percent in FY 1995 and * percent by FY 1996.	Percentage of USNCB travel processed through system automation.
	Criminal Investigations Division	Expedite time frame for message processing of routine criminal records checks by * percent.	Percentage reduction in for message processing of routine criminal records.
		Increase response time for processing of gun and weapons tracing by * percent through automation.	Response time for processing of gun and weapons tracing through automation.
	Drug Investigations Division	Increase INTERPOL originated information in the Drug Enforcement Administration's Narcotics and Dangerous Drugs Information System (NADDIS) Database by * percent.	Percentage of INTERPOL originated information in the Drug Enforcement Administration's Narcotics and Dangerous Drugs Information System (NADDIS) Database.
		Provide to the U.S. law enforcement community assistance to arrest and extradite declared drug fugitives by increasing the usage of INTERPOL resources by * percent.	Number of arrests declared drug fugitives apprehended as a result of INTERPOL resources.
		A. Register significant U.S. Drug Fugitives on the INTERPOL Communications channel and in the INTERPOL Notice program.	Number of registered significant U.S. Drug Fugitives registered on the INTERPOL communications channel and Red Notice program.
		Register all INTERPOL declared fugitives (Red Notices) in the DEA NADDIS database.	Percentage of registered all INTERPOL declared fugitives (red notices) registered in the DEA NADDIS database.
	Financial/Fraud Investigations Division	Increase percentage of information disseminated to law enforcement community on Fraud schemes provided under INTERPOL Purple Notices by * percent.	Percentage increase of information disseminated to law enforcement community on Fraud schemes provided under INTERPOL Purple Notices.
Increase by * percent the number of requests for criminal cases support on frauds including credit card, bank and money laundering.		Percentage increase of the number of requests for criminal cases support on frauds including credit card, bank and money laundering.	

(continued)

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\* Text deleted by the Department of Justice

<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
	Fugitive Investigations Division	Increase utilization of INTERPOL network by * percent for missing children through incorporation of data from National Center for Missing and Exploited Children for issuance of Yellow Notices on missing persons.	Percentage increase utilization of INTERPOL network for missing children through incorporation of data from National Center for Missing and Exploited Children.
		Increase the number of U.S. Federal law enforcement requests for INTERPOL notices by * percent by increase awareness through training, outreach and conferences.	Percentage increase of U.S. Federal law enforcement requests for INTERPOL notices.  Number of awareness raising actions through training, outreach and conferences.
	Investigative Support Division	Increase by * percent the collection of statistical and identifying data for foreign nationals arrested in U.S. for reporting to INTERPOL General Secretariat and other National Central Bureaus.	Percentage increase of the collection of statistical and identifying data for foreign nationals arrested in U.S. for reporting to INTERPOL General Secretariat and other National Central Bureaus.
		Increase by * percent the automation of case documentation, requests and message traffic procedures.	Percentage of case documentation, requests and message traffic procedures automated.
	Office of the Chief	Sponsor Conferences to discuss and seek solutions to law enforcement problems.	Percentage of participation of INTERPOL Members in Regional and International conferences.
		Increase participation of U.S. Federal law enforcement agencies by increasing the percentage of Federal agency detailee by * percent.	Percentage increase in participation of U.S. Federal law enforcement agencies by the Federal agency detailees at USNCB.
		Establish and maintain increased liaison activities with Federal, State and local agencies to ensure INTERPOL channel utilization.	Number of Liaison contacts and increase agency use of INTERPOL-USNCB by Federal, State and local agencies.
	State Liaison Division	Increase the number of requests received from State and local law enforcement agencies by * percent for violent crime fugitives.	Number of requests received from State and local law enforcement agencies for violent crime fugitives.
		Increase feedback of utility of INTERPOL notices to State and local law enforcement agencies by * percent.	Number of responses to feedback requests of utility of INTERPOL notices to State and local law enforcement agencies.
<b>U.S. Parole Commission</b>	Parole	Increase the number of hearings conducted by each examiner by * percent.	Hearings and Record Reviews.
		Total hearing and record review workload will decrease by * percent while hearing examiner staff is expected to drop by approximately * percent.	Hearings and Record Reviews.  Hearing Examiners.

(continued)

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\* Text deleted by the Department of Justice

Component	Program decision unit	Annual goal	Indicator
		Total positions will be reduced by * percent with about a * percent reduction in total workyears, with a further * percent reduction to be annualized in 1997.	Full-time Permanent Positions. Authorized Workyears.
<b>United States Trustees Program</b>	Administration of Cases	Require private trustees to close all old chapter 7 cases unless the United States Trustee certifies in writing that a legitimate basis exists for a case remaining open. Old cases are defined as cases 3 years and older. The goal was instituted in 1992 when there were 33,132 pre-1989 cases which remained open. As of July 1994, 92 percent of those cases had been closed.	Reduce the percentage of old chapter 7 cases: a) Percentage of pre-1989 chapter 7 cases closed. b) Number of old cases as a percentage of the total chapter 7 caseload.
		Move to close or convert "old" (more than 3 years) chapter 11 cases with unconfirmed plans of reorganization beginning with cases that were filed in 1989 or earlier unless the United States Trustee certifies in writing that a legitimate basis exists for a case remaining open.	Reduce the number of old chapter 11 cases: Number of old chapter 11 cases as a percentage of total chapter 11 cases.
		Chapter 7, 12, and 13 trustee vacancies will be advertised in order to make the opportunity to serve as a private trustee widely known in the community.	Increase the number of advertisements carried in minority publications.
		Special efforts will be made by United States Trustees in the recruitment and appointment process to involve minorities, women and those with disabling conditions so that the body of trustees reflects the region's broad diversity.	Increase opportunities for minorities, women and the disabled: a) Increase the percentage of minority trustees. b) Increase the percentage of women trustees. c) Increase number of diversity training opportunities in field program.
		The performance of each chapter 7, 12, or 13 trustee will be evaluated and a written report prepared and shared with the trustee (AOC). Efforts will be made to reduce the number of non-panel trustees with assigned cases.	Reduce the number of non-panel trustees assigned cases from April 1992 benchmark.
		U.S. Trustees will collect and analyze data showing the percent of estate funds each chapter 7 trustee distributes to unsecured creditors (AOC).	Increase the Percentage of estate funds distributed to unsecured chapter 7 creditors using 8/92 benchmark.
		Engage in a series of joint training activities with the U.S. Attorneys, Federal Bureau of Investigation and other law enforcement agencies.	Strengthen the criminal referral process to result in a greater conviction rate.  Joint training activities.

(continued)

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\* Text deleted by the Department of Justice

<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		Develop and train teams of bankruptcy analysts to perform financial reconstructions necessary for the referral and prosecution of private trustee embezzlements.	Train teams of bankruptcy analysts.
		Launch an initiative to foster the referral for prosecution or other appropriation action of entities such as petition and typing mills.	Launch debtor fraud initiative.
		Develop & distribute series of training films on bankruptcy fraud and criminal referrals.	Develop training films on fraud.
		Analyze each chapter 7, 12, and 13 trustee's cost of case administration and compare that figure with the return to unsecured creditors.	Improve the national percentage of total distribution to unsecured creditors.
		Place greater scrutiny on reviewing the budgets and administrative costs of standing trustees.	Percentage of standing trustee's budgets reviewed by Program staff.
		Develop and disseminate a new format for reviewing applications for professional fees.	Develop professional fee review format. Forward proposal to department.
Management and Administration		Issue new guidelines on the administration of chapter 11 cases which focus on the necessity of meeting time frames set for each phase of a case.	Issue guidelines on the Administration of Chapter 11 cases.
		Conduct training of managers and staff on implementation of chapter 11 guidelines and case closing initiatives.	Train managers and staff on implementation of chapter 11 guidelines.
		Chapter 7, 12, and 13 trustees will be required to update their security packages each year and receive complete periodic background reinvestigations. (M&A)	Private trustee security investigations: •FBI background reinvestigations of private trustees. •OPM Name & fingerprint checks.
		New policies will be implemented strengthening current monitoring requirement applicable to chapter 7, 12, and 13 trustees.	Policy initiatives: •Chapter 7 Policy Initiative. •Chapter 12 and 13 Policy Initiative.
		Chapter 7 Initiatives will be refined.	Chapter 7 Initiatives Refined.
		More detailed guidance on chapter 11 will be distributed.	Chapter 11 guidance.
		All managers in the Program will be trained on new policy initiatives to ensure a common understanding of provisions.	Number of Manager and Initiative training seminars.
		The number of audits of chapter 7 trustees will be increased and follow-up on audit findings will be strengthened.	Increase the percentage of trustees audited: Percentage of chapter 7 trustees audited.

(continued)



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\* Text deleted by the Department of Justice

<b>Component</b>	<b>Program decision unit</b>	<b>Annual goal</b>	<b>Indicator</b>
		Chapter 12 and 13 trustees will be subject to an annual audit and their performance will be scrutinized.	Increase the percentage of trustees audited: a) Percentage of chapter 12 trustees audited. b) Percentage of chapter 13 trustees audited.
		Analysis will be completed of all audit findings of chapter 7, 12, and 13 trustee operations to identify common problems and analysis will be shared with all United States Trustees.	Number of Audit findings: a) Chapter 7 audit findings. b) Chapter 12 audit findings.
		Conduct a risk analysis of the Program's Automated Case Management System.	Risk Analysis.
		Conduct requirements analysis to determine information management requirements of the Program.	Requirements Analysis.
		Facilitate the electronic exchange of information throughout the Program.	Develop Prototype and test pilot sites of new comprehensive automated information system.  Electronic exchange of information: a) On-line access to chapter 11 billing file for field offices.
Administration of Cases/ Management and Administration		Conduct a pilot program in 10 U.S. Trustee offices to expand the Program's diversity initiatives to include increased employee sensitivity training, trustee awareness training and community outreach.	Expand the Program's Diversity Initiatives: a) Pilot program in 10 offices.
		Conduct diversity training sessions for managers.	Expand the Program's Diversity Initiatives: a) Diversity training for managers. b) Increase training opportunities through use of diversity training videos.
		Maximize personnel resources through transfers and meet the Administration's streamlining targets through hiring freezes, buyouts, office consolidations and regional restructuring.	Maximize personnel resources & meet streamlining targets: a) transfers of personnel b) buyouts.
		Develop management training program for all new managers.	Conduct manager training.
		Develop peer review evaluation process to evaluate regional operations.	Number of regions evaluated by peer review teams.
		Utilize videos to increase training opportunities.	Video training opportunities.

(Table notes on next page)

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**Appendix I  
Components' Annual Goals and Indicators  
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Note: Text was removed from the performance measurement exhibits by the Department of Justice. When we received the exhibits, they were being reviewed within the administration prior to submission of the fiscal year 1996 President's budget to Congress.

<sup>a</sup>We could not identify an indicator to support this annual goal.

<sup>b</sup>We could not identify an annual goal for this indicator.

<sup>c</sup>The component included annual goals in its Fiscal Year 1996 budget and did not prepare a separate performance measurement exhibit.

<sup>d</sup>No program decision unit was specified in the exhibit.

<sup>e</sup>The information is from the component's Fiscal Year 1995 GPRA Pilot Project Performance Plan. The component did not prepare a separate 1996 performance measurement exhibit.

<sup>f</sup>The component provided annual performance goals and indicators for its program decision units as well as its 1996 initiatives, as indicated.

Source: Department of Justice Fiscal Year 1996 Performance Measurement Exhibits.

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# Glossary

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The following are Federal Quality Institute proposed performance measurement definitions as of April 1995.

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## Customer Satisfaction

Refers to the level of satisfaction expressed by customers on a range of dimensions considered significant to the customers; the dimensions can be rolled up to form a "customer satisfaction index." Customer satisfaction is usually measured at the intermediate outcome stage. Example: "percent of customers satisfied with timeliness of service."

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## Effectiveness

Refers to the level of achievement of program goals and the results intended (as defined in strategic plans and in legislation). Examples: "percent of trainees employed one year after completing job training; percent of compliance in filing tax returns; percent reduction in recreational boating accidents."

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## Efficiency

Ratio of inputs to outputs (I/O); traditionally expressed as the amount of input (total costs) per unit of output, sometimes referred to as unit costs. Example: "cost per transaction." Efficiency is also the ratio of inputs to outcomes.

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## End Outcomes

The desired and (ultimate) results that it is hoped that the program activities will achieve. These results are directly related to the agency's mission. Examples: illnesses prevented, clients whose status improved, reduced crime, clean air or clean water.

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## Inputs

The resources used in producing an output or outcome. They are usually expressed as dollar amount or amount of employee time (such as hours or FTE). The input amount is not the amount of incoming workload that all programs have in one form or another. For example, the number of cases that come into a program is not an input as the term is used here. The input amount, together with the output amount, is used to calculate productivity and efficiency.

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## Intermediate Outcomes

Outcomes that are expected to lead to the ends desired, but that are not themselves "ends." In many programs, a progression or sequence of outcomes usually occurs. For example, an environmental protection

program aimed at returning inland lakes to clean condition will likely involve a sequence of measurable outcomes. These include, in order: the passage of state and local laws or the provision of technical assistance to businesses (“number of state and local programs that passed such laws or that provided such technical assistance”); businesses then take advantage of the technical assistance (“number of businesses that requested and received technical assistance from the program”); those businesses change their behavior (“number of assisted businesses that took steps to reduce dumping of untreated waste”); waste material flowing into lakes is reduced (“amount of untreated waste released by the particular industry”); water quality improves (“pollutant counts”); the condition of living resources in the receiving waters, such as fish and mammals, improves; and finally, citizens are able to use the waters for recreational and business purposes (“number of days of restricted fishing”). Probably only the last two outcomes should be considered as end outcomes.

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## Outcomes

P.L. 103-62 (GPRA) defines outcomes as “the results of a program activity compared to its intended purpose.”

Outcome indicators can reflect the quality of service (the characteristics of interest to customers as to how the service is delivered), customer satisfaction, and effectiveness (what happens after the service is delivered). These terms are further defined elsewhere.

It may sometimes be useful to distinguish “intermediate outcomes” from “end outcomes,” especially when end outcomes cannot be determined for 2 or more years into the future. Programs may have indicators for each of these categories.

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## Outputs

The products and services produced by a program or process and delivered to customers. Outputs result from internal activity or effort. Contrary to normal usage, GPRA uses the term “output” to cover both process and output.

Indicators of outputs can be expressed in terms of the work done and/or the quality of that work. For example, the completion of reports by a program might be expressed simply as the number of reports completed. If a quality indicator is used, it would measure the number of reports completed “on time” or the number whose quality was rated internally as good or better.

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**Process**

The activities and tasks that add value to inputs to create outputs and outcomes. Quality is the prime indicator of how well a process is functioning. Quality may refer to the total cycle time of the process, to time between key steps of the process, or to the amount of rework that occurs within the process.

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**Productivity**

The ratio of outputs to inputs (O/I), traditionally expressed as the output amount per number of employees or amount of employee time; when factors other than direct labor are included in the input, the inputs are expressed in cost terms, and a more comprehensive productivity rating is achieved. Example: "number of transactions per full-time equivalent (FTE) or per total costs." Productivity is also the ratio of outcomes to inputs; e.g., "number of persons employed after training per unit of input (either labor hours or expenditure of funds);" amount of dollars collected per unit of input. When feasible, it is preferable to use outcomes rather than outputs.

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**Quality**

Refers to timeliness, accuracy, and conformance to requirements; may be used to measure several aspects of performance, such as process, outputs, intermediate outcomes, and in some cases, end outcomes. Examples: "number or percent of products delivered on time; cycle time of process; percent of work corrected or cost of non-quality; number or percent of products completed accurately; number or percent of products conforming to requirements."

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