



Bureau of Economic Analysis

Director Steve Landefeld

Second Quarter
Balanced Scorecard Performance Review

May 2013

Highlights

BEA Overview.....Slide 12

BEA Lease Status.....Slide 13

2012 Federal Employee Viewpoint Survey Results.....Slide 14

Timeliness.....Slide 15

Improving Statistics.....Slide 16

Overview

- BEA is the nation's economic accountant
 - Double entry comprehensive picture of economy developed during Great Depression
 - National, International, Industry and Regional Products
 - Mainly data from other agencies
- BEA's data are hard-wired into economic policy, business planning, and affect every American that owns a home, invests or buys goods and services
 - Federal budget impact
 - Monetary policy
 - Allocation of Federal Funds
- BEA mission is the efficient and objective production of accurate, timely, and relevant economic statistics
 - Tracking the economic recovery (GDP, Quarterly International Investment Position, Quarterly GDP by Industry, etc.)
 - IT Successes - Recent Digital Government Award
 - EVS – Second highest score in Department; rated a “Best Place to Work”

ACTION ITEM: Status on BEA Lease

TARGET: \$750K/year based on space reduction in 2016

ACTUAL: TBD

STATUS

- Lease expires June 2013
 - Projected savings from 15,000 sq. ft. reduction in reconfigured/new space
 - Moving/reconfiguring requires substantial funding (\$10-\$14M out of total budget of \$90+M)
- **WHAT'S NEW:**
 - **GSA is on track to sign three-year extension in May**
 - **Prospectus for long-term lease approved by House and Senate**
 - **Will compete new long-term lease beginning fall 2013**
 - **Will occupy reconfigured/new space in 2016**

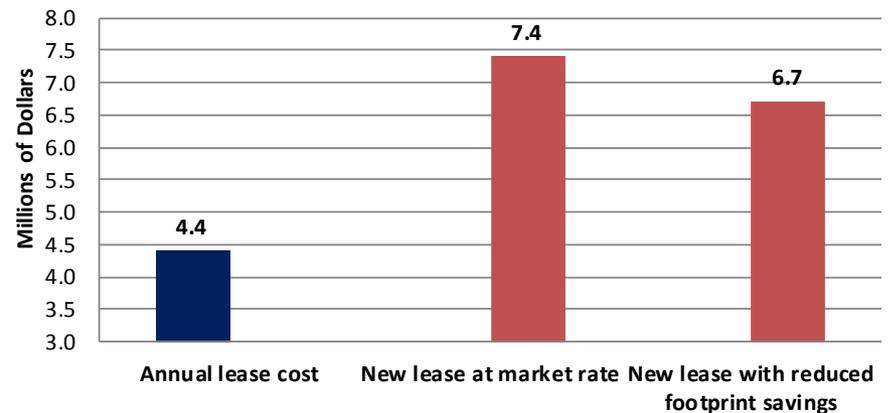
RISK

- Extended lease cost will be approximately \$0.6M in FY13 and \$2.9M in FY14
- Current negotiated utility rates likely to increase
- GSA requires funding committed for move/reconfiguration prior to competition

MITIGATION

- Required resources will be identified and requested in FY 15 budget
- Work with DOC and GSA to fund move/reconfiguration
- Pursue most cost-effective solution over life of lease

Real Property Cost Savings



MEASURE: Percent quarterly progress toward addressing employee engagement issues highlighted by EVS

STATUS

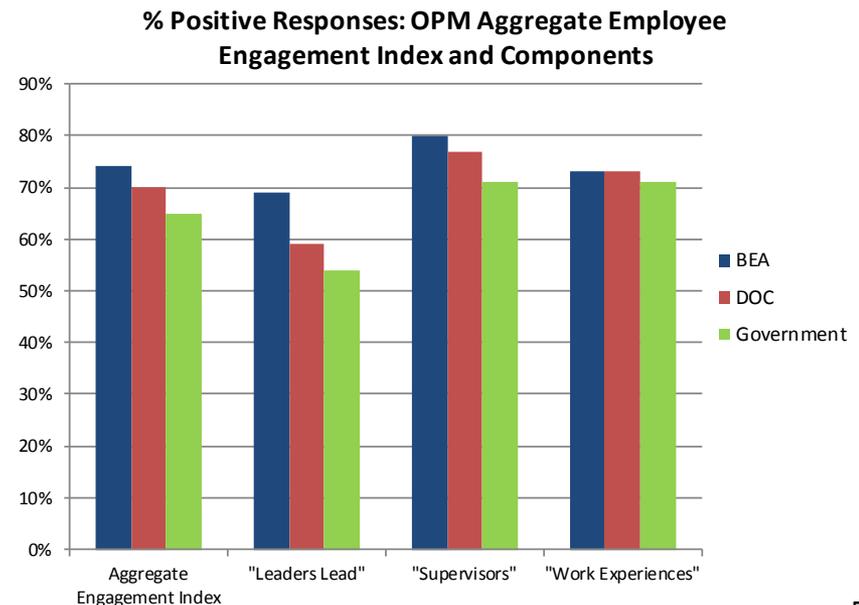
- Rated a “Best Place to Work” (ranked 48th out of 292 agency sub-components)
 - Achieved second highest score within DOC and exceeded government-wide scores
- In Q2, published aggregate results and summary on intranet
- Distributed directorate-level results and devised action plan; established change committees
- Finalized previous change committee recommendations on Awards and Recognition Program
- Exploring quarterly survey to measure employee satisfaction and engagement

RISK

- Reduced morale caused by budget reductions, reorganizations, pay and hiring freezes, limited bonuses, and low public impression of federal employees

MITIGATION

- Send positive message that employee satisfaction and engagement are important and critical to success



MEASURE: Percent of on-time delivery of statistics

TARGET: 100% of 14 releases on time

ACTUAL: 100% on time, with 2 accelerations

STATUS

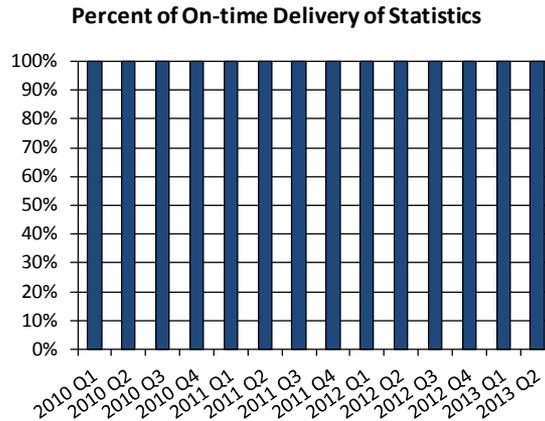
- Issued all 14 data releases on time
- Accelerated releases:
 - Annual 2012 statistics of International Investment Position (IIP) by 3 months
 - Released as part of new quarterly IIP available in March
 - Monthly U.S. International Trade in Goods and Services by average of 5 days

RISK

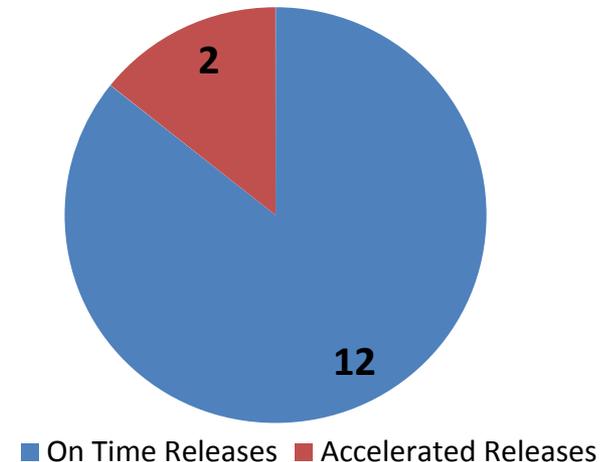
- Continued progress on IT modernization essential to maintain on-time delivery of statistics
- Impact of budget cuts to Census and other federal data providers on timely receipt of source data that are vital inputs to many key statistics

MITIGATION

- Reallocate base funding to update IT systems



**Timeliness of Data Releases:
14 Releases in Q2**



MEASURE: Percent of quarterly progress toward annual milestones for improving national, international, regional, industry statistics

TARGET: Annual Target = 100%

ACTUAL: Cumulative Quarterly Progress = 64%

STATUS

- Released quarterly U.S. international investment position for the first time; these data address a gap revealed by the financial crisis and address IMF and G-20 post financial crisis recommendations
- Submitted data on income distribution for OECD/Eurostat publication
- Developed estimates that will be incorporated in the July 2013 NIPA Comprehensive revision
 - Will provide more comprehensive and accurate estimates of investments in innovation and intangibles and pensions, and less volatile estimates of financial services prices
- Produced experimental state-level estimates of Personal Consumption Expenditures for internal executive review, marking major milestone in providing new measures of consumer spending on state-by-state basis

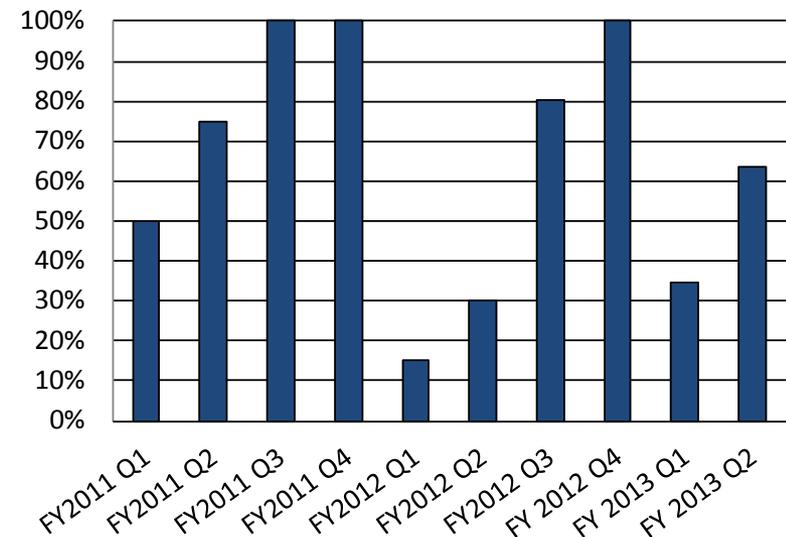
RISK

- Impact of budget cuts to BEA, Census, BLS, and other statistical agencies

MITIGATION

- Collaborate with ESA, Census, and other statistical agencies to focus scarce resources on highest priority core statistics

Cumulative Progress Toward Annual Goal



MEASURE: Quarterly number of teleworked hours

TARGET: Increase in teleworked hours

ACTUAL: Year over year increase = 42%

STATUS

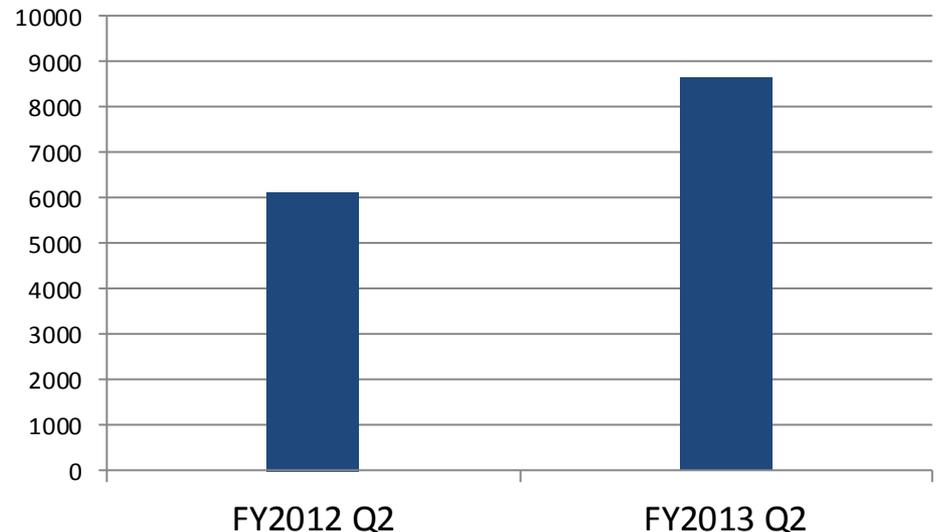
- Highlighted Telework policies, applications, and training links
- Enhanced resources to expand telework opportunities
- Promoted Telework Week
- Increased teleworked hours by 42% from Q2 of FY 2012
- Teleworked 8660 hours in Q2

RISK

- Reduced morale caused by budget reductions, reorganizations, pay and hiring freeze, limited bonuses, and low public impression of federal employees

MITIGATION

- Send positive message that employee satisfaction and engagement are important and critical to success



MEASURE: Quarterly Accuracy Index

TARGET: >83%

ACTUAL: 86%

STATUS

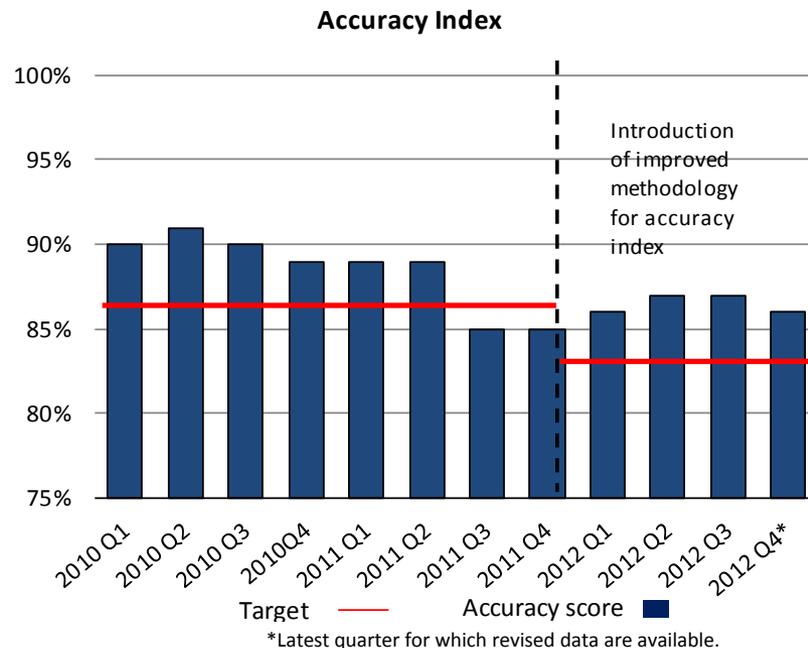
- Exceeded accuracy target in 2012Q4 despite significant challenges in measuring the volatile defense spending, inventories, and international trade components of GDP.
 - Provided additional explanatory information resulting in remarkably well-done press coverage.

RISK

- Lowered accuracy of advance GDP estimates during recessions and early stages of recovery

MITIGATION

- Address potential biases and noise in statistics
- Collaborate with Census, Federal Reserve Board, BLS, IRS, and other data suppliers to address gaps revealed by recession



MEASURE: Expanding accounts: % annual strategic plan milestones completed in current quarter to better measure health care, innovation, and intangibles

TARGET: Annual target = 100%

ACTUAL: Cumulative Quarterly Progress = 50%

STATUS

- Expanded measurement of intangibles and innovation through the incorporation of investments in R&D and investments in artistic intangibles (movie rights, music, TV serials, books, and plays) in GDP
- Continued efforts to estimate impacts of incorporating alternative health-care price indexes on real GDP by industry
- Completed first installment of multi-year effort to improve measures of spending and prices for Medicare beneficiaries: expands coverage of medical care price indexes to 86% of overall spending

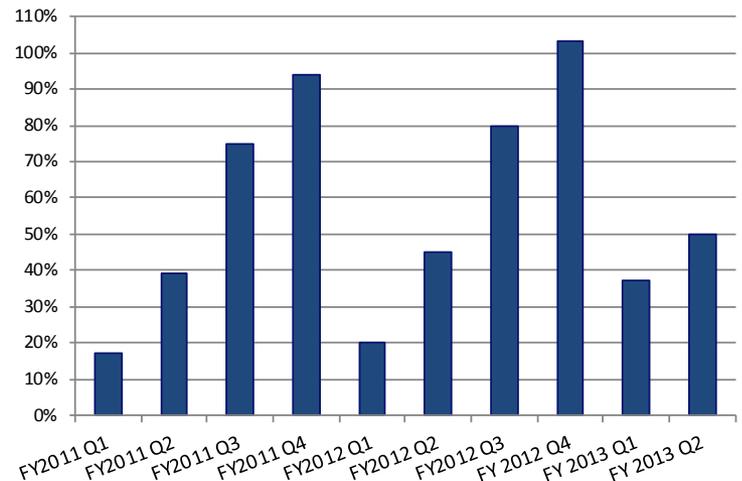
RISK

- As BEA approaches implementation of work on innovation, resources currently devoted to IT modernization will need to be reallocated back to these projects
- Progress is dependent in part on continued successful collaboration with BLS and Census

MITIGATION

- Worked with ESA and OS to address budget constraints to allow reallocation of resources to support health and innovation implementation and other statistical priorities, as well as IT modernization
- Engage with other agencies on plans and progress in support of innovation statistics

Cumulative Progress toward Annual Goal



MEASURE: Combined response rate for two quarterly direct investment surveys
TARGET: 80%
ACTUAL: 74%

STATUS

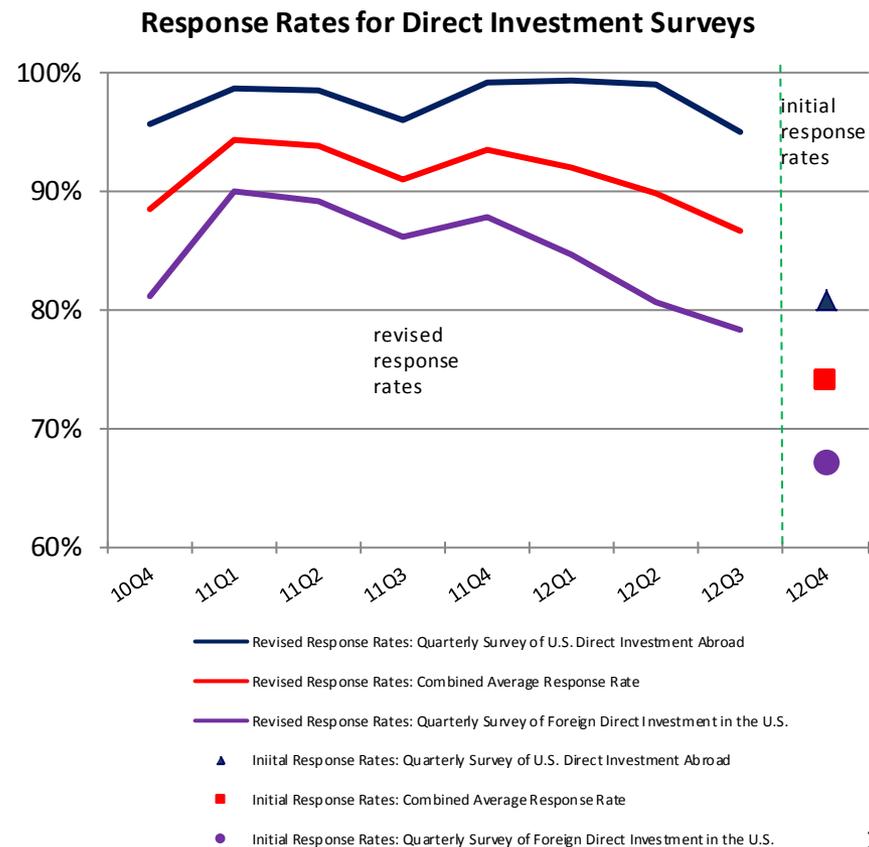
- Response rates are lower in this quarter as many companies receive 15-day extension on filing deadline in final quarter of their fiscal year
- Will attain more complete coverage by time revised estimates are published

RISK

- Low response rates during economic downturns, especially from smaller and less successful firms

MITIGATION

- Maintain regular contact with survey respondents to boost compliance



MEASURE: Percent electronic filing of international investment and services surveys

TARGET: 80%

ACTUAL: 88%

STATUS

- Exceeded target through efforts to expand e-filing
- Improved accuracy, reduced response burden, and increased timeliness
- Increased E-file rates in this quarter as 2012 BE-12 benchmark survey is submitted

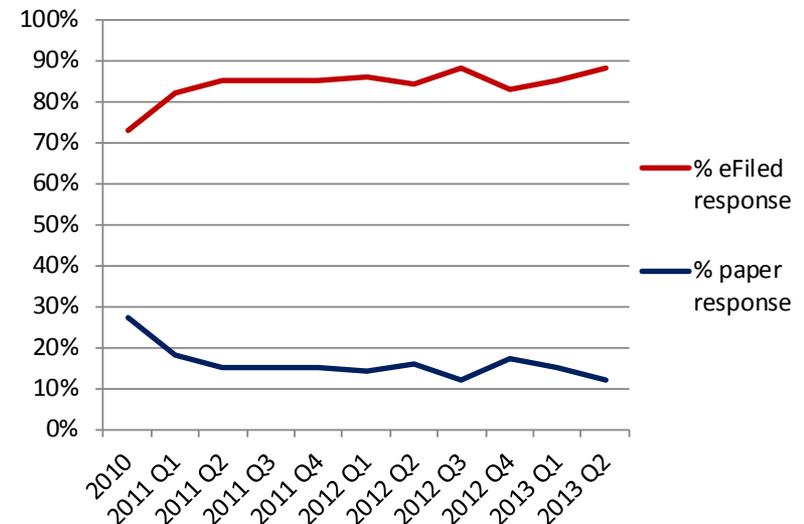
RISK

- E-filing rates may suffer among small firms, where costs of converting from paper are higher and benefits lower

MITIGATION

- Reach out to survey respondents to maintain and raise e-file rates
- Partner with ITA and Census to promote e-filing at trade shows and other events

Electronic Filing of International Surveys



MEASURE: Major market news citations

TARGET: 3700 citations per quarter

ACTUAL: 4,135

STATUS

- BEA and Census statistics, along with National Weather Service forecasts, are among DOC’s most visible products
- Increased page views of Blog by 9%
- Reached 235 print publications across U.S., including national and regional daily and weekly publications and trade journals

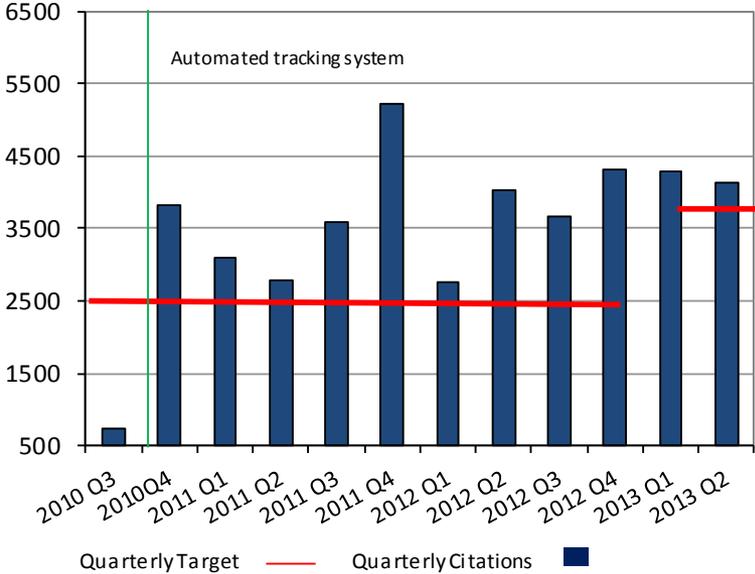
RISK

- Less accurate reporting on economy without continued outreach to media

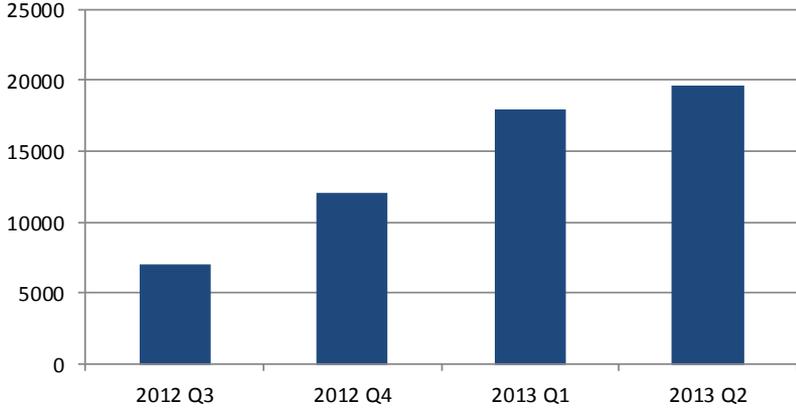
MITIGATION

- Work closely with media to help them understand wealth of detail, uses for, and meaning behind economic statistics

Number of Market News Citations



Page Views of BEA Blog



MEASURE: Customer Service / Satisfaction with BEA products: Web site customer survey

TARGET: 84% of responses “above average”

ACTUAL: 88% of responses “above average”

STATUS

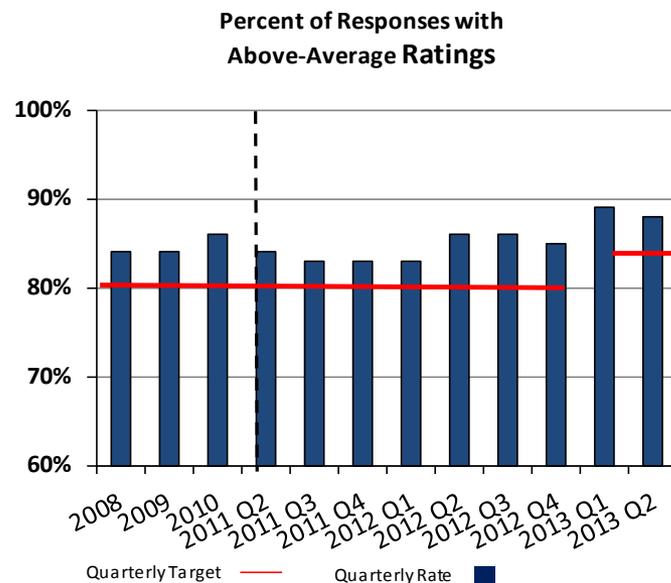
- Created online tutorials for accessing and using regional economic data
- Initiated redesign of Web site using topic-driven information architecture
 - Designed templates
 - Identified topics
 - Designed structure based on recommendation of usability experts
- Released articles, blogs, FAQs and gave briefings to customers and the press detailing improved methodologies for key GDP components to be released with 2013 NIPA Comprehensive Revision in July 2013

RISK

- Eroding Web site usability and customer satisfaction if not updated in response to changing technologies and user needs

MITIGATION

- Continued creation of new online tutorials for how to access and use economic data
- Create more web presentations allowing self-service training for customers



Note: On a 1-10 scale survey, with 1 = very dissatisfied and 10 = very satisfied, the percentage reflects a rating of 6 and above.

MEASURE: Average time to fill career positions

TARGET: 80 Days

ACTUAL: 84 Days

Average Number of Days												
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	*Step 9	*Step 10	*Step 11	Av Total FY13 Q2
	SF-52 to HR; Draft JOA	Hiring Manager Approve JOA	JOA on USAJobs	Receive Apps & Notify	Eval Apps, Rate, Rank, & Notify	Issue Certs & Notify	Review Apps & Interview	Tentative Job Offer, Accept, Security Info	Docs to OSY, Finger-print, eQIP	Official Job Offer, Accept, & Notify	EOD	
	BOCHRD	BEA	BOCHRD	BOCHRD	BOCHRD	BOCHRD	BEA	BOCHRD	OSY	BOCHRD	Applicant	
Average # of Calendar Days	2.14	4.43	1.71	10.29	14.43	0.43	35.29	0.14	0.00	7.86	15.14	84.00
Census Standard for Average # of Calendar Days	5	1	1	10	14	1	30	1	2	1	14	80

YTD Hiring Actions			FY13 Q2			FY13 Q1			FY12 Q4			FY12 Q3			FY12 Q2		
Total # of Complete Hiring Actions	Within 80 Days		Av Days	+/- previous quarter	# Hires	Av Days	+/- previous quarter	# Hires	Av Days	+/- previous quarter	# Hires	Av Days	+/- previous quarter	# Hires	Av Days	+/- previous quarter	# Hires
	#	%															
15	7	47%	84	-11.4	7	95.40	36.56	8.00	58.84	-7.45	13	66.29	12.21	7	54.08	-31.42	12

Note: Steps 9 through 11 are performed concurrently; thus, the average number of days from offer to EOD is less than the sum of the steps. In some cases, step 1 occurs after EOD.

MEASURE: Succession Planning

STATUS

- Participated in Chief Human Capital Officers' Strategic Leadership Succession Planning
- Conducted performance-based budget analyses of all programs, associating mission critical positions with agency goals
- Determined priority areas for expansion of Commerce Learning Center
- Graduated 38 employees from Mentoring Program (employee/supervisory tracks)
- Exploring use of OHRM succession planning tool per 2011 Succession Plan

RISK

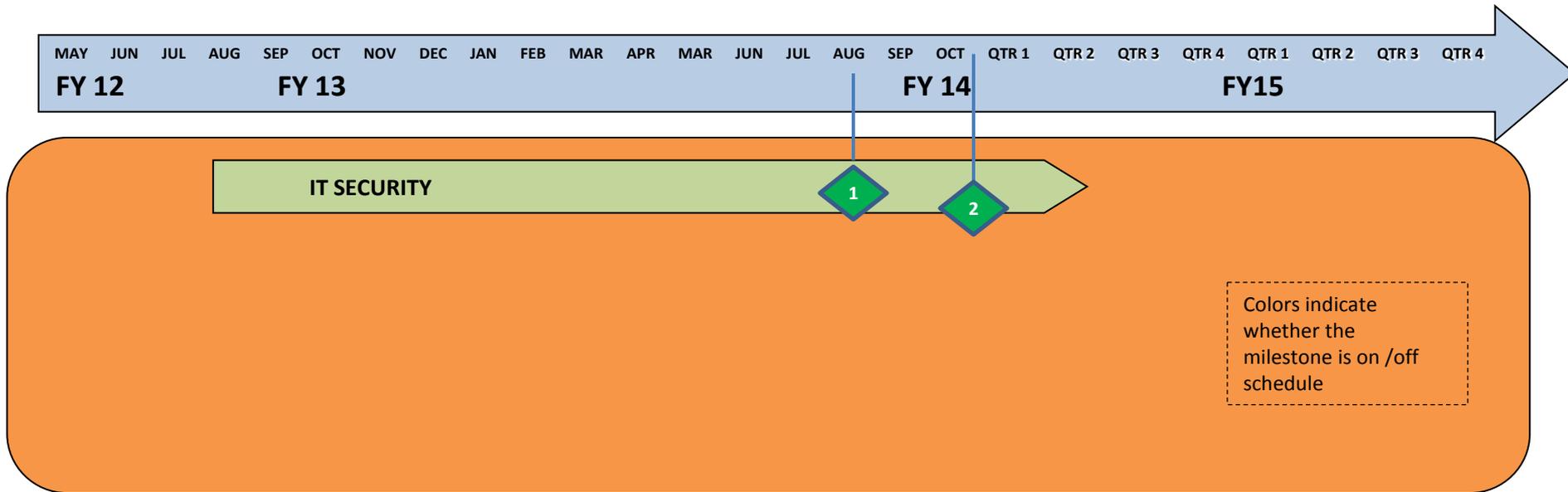
- Constantly changing economy
- Relevance of economic accounts
- Sustained expertise and employee satisfaction

MITIGATION

- Sustain Bureau knowledge
- Increase retention
- Position emerging leaders to succeed

IT Portfolio Management Schedule

For Near Term Shared Service Candidates



IT Security

1. Install Enterprise Continuous Monitoring and Operations (ECMO). (August FY2013)
2. Fully Implement ECMO. (October 2014)

MEASURE: Cyber Security: technical security controls “TOP 5”

TARGET: 100% of moderate/high impact systems with “top 5” fully implemented

ACTUAL: 100%

STATUS

Technical security controls that comprise “Top 5”:

- 1 of 1 system has CM-6 (Secure Configurations) in place (100%)
- 1 of 1 system has RA-5 (Vulnerability Scanning) in place (100%)
- 1 of 1 system has SI-2 (Flaw Remediation) in place (100%)
- 1 of 1 system has CP-4 (Contingency Plan Testing) in place (100%)
- 1 of 1 system has SC-7 (Boundary Protection) in place (100%)
- 1 of 1 system has all Top 5 implemented (100%)

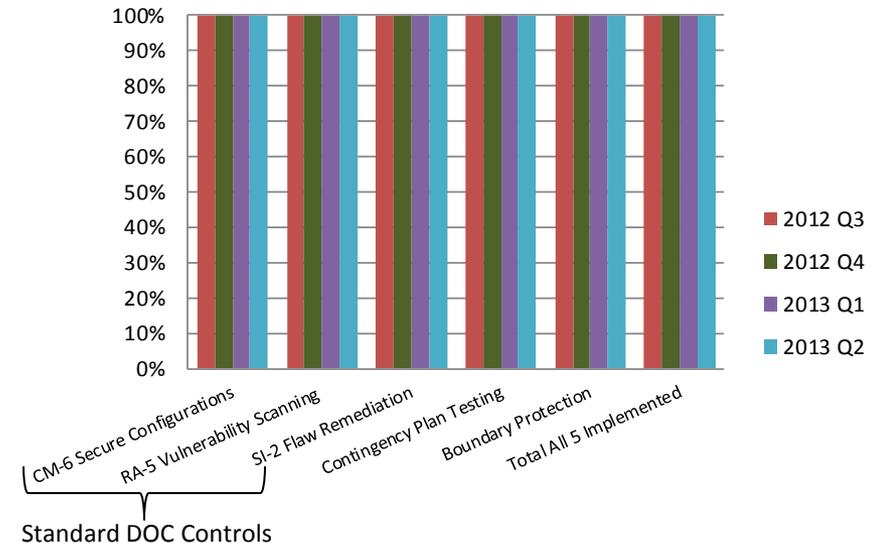
Related Special Project

- Application Whitelisting
- HSPD12 logical access control rollout in progress.

Significant Developments

- Independent assessment found top 5 controls to be designed correctly, operating effectively, and producing intended results.
- Bureau has MTIPS/Einstein 2 in place. Bureau is working with other statistical bureaus to develop MOU for Einstein 3 implementation.
- PII Leakage protection in place.

Percentage of Moderate/High Impact Systems with "Top 5" Fully Implemented



MEASURES: Plan of Action Milestones (POA&Ms) and Authorization to Operate

TARGET: 100% of systems with valid ATOs; 100% of POA&Ms closed on time

ACTUAL: 100%

Performance Measures:

- Percentage of systems with valid Authority to Operate (ATO)
- Percentage of Plan of Action and Milestones (POA&Ms) closed on time
- Number of POA&Ms that are Open, Delayed

Targets:

- 100% of systems with valid Authority to Operate (ATO)
- 100% of Plan of Action and Milestones (POA&Ms) closed on time

STATUS

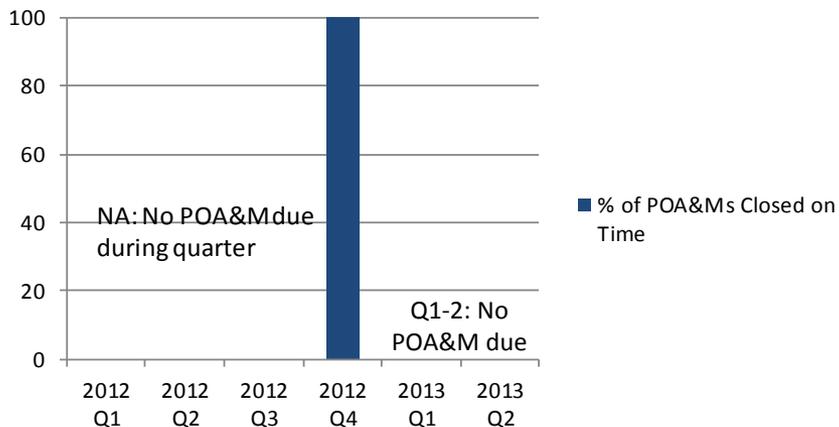
- 0 total POA&Ms Open at the beginning of the quarter
- 2 POA&Ms opened during quarter for completion in Aug and Dec 2013
- 100% of systems with valid ATO / 1 total # of systems
- # of total POA&Ms open at the beginning of each quarter:

2012 Q2	2012 Q3	2012 Q4	2013 Q1	2013 Q2
1	1	1	0	0

of POA&Ms Open, Delayed



% of POA&Ms Closed on Time



of POA&Ms Open in Low, Moderate, High Systems

