

Products...FEA...PRM...Definitions

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1. FEA Performance Reference Model (PRM)

The Federal PRM framework is designed to clearly articulate the cause-and-effect relationship between inputs, outputs, and outcomes. The framework builds from the value chain and program logic models. The “line of sight” between inputs, outputs, and outcomes is critical for IT project managers, program managers, and key decision-makers to understand how, and to the extent, key inputs are enabling progress toward outputs and outcomes. The PRM captures this “line of sight” to reflect how value is created as inputs (such as Technology) and used to create outputs (through Processes and Activities), which in turn, impact outcomes (such as, Mission, Business and Customer Results). Guiding the entire PRM are “Strategic Outcomes,” representing broad, policy priorities that are driving the direction of government (such as, to Secure the Homeland).

Reference(s):

- FEA Consolidated Reference Model.pdf#Page=10

1.1. Mission and Business Results

A measurement result area of the PRM that captures the outcomes that agencies seek to achieve.

1.1.1. Services for Citizens

Captures the extent to which results related to services that the federal government provides both to and on behalf of the American citizen are achieved.

1.1.1.1. Community and Social Services

Includes all activities aimed at creating, expanding, or improving community and social development, social relationships, and social services in the United States. This includes all activities aimed at locality specific or nationwide social development and general social services. This Line of Business includes general community development and social services programs, as well as earned and unearned benefit programs that promote these objectives.

Homeownership Promotion

Homeownership promotion includes activities devoted to assisting citizens interested in buying homes and educating the public as to the benefits of homeownership. NOTE: Activities devoted to the provision of housing to low-income members of the public are located in the Housing Assistance Sub-Function.

Community and Regional Development

Community and Regional Development involves activities designed to assist communities in preventing and eliminating blight and deterioration, assist economically distressed communities, and encourage and foster economic development through improved public facilities and resources.

Social Services

Social Services are designed to provide meaningful opportunities for social and economic growth of the disadvantaged sector of the population in order to develop individuals into productive and self-reliant citizens and promote social equity. Included in this category are social welfare services extended to children and adults with special needs, such as the orphaned, neglected, abandoned, disabled, etc. Such services include family life education and counseling, adoption, guardianship, foster parents.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 1.3.1	Outcome Measure-Vocational Rehabilitation and Employment: Percent of veterans exiting the program who obtain and maintain suitable employment. Target levels for 2004 and 2008 are 67% and 70%, respectively.
VA Performance Measure 1.3.2	Outcome Measure-Vocational Rehabilitation and Employment: Percent of participants employed first quarter after program exit. (Target values for 2004 and 2008 have not yet been set)
VA Performance Measure 1.3.3	Outcome Measure-Vocational Rehabilitation and Employment: Percent of participants still employed three quarters after program exit. (Target values for 2004 and 2008 have not yet been set)
VA Performance Measure 1.3.4	Outcome Measure-Vocational Rehabilitation and Employment: Percent change in earnings from pre-application to post-program employment. (Target values for 2004 and 2008 have not yet been set)

Postal Services

Postal Services provides for the timely and consistent exchange and delivery of mail and

packages between businesses, organizations, and residents of the United States or between businesses, organizations, and residents of the United States and the rest of the world. It also includes the nation-wide retail infrastructure required to make Postal Services easily accessible to customers. (Note: The commercial function of mail is more closely aligned with the "Business and Industry Development" Sub).

1.1.1.2. Defense and National Security

Protect and advance U.S. national interests and, if deterrence fails, decisively defeat threats to those interests.

Strategic National and Theater Defense

Strategic National and Theater Defense involves establishing national and multinational military objectives; sequencing initiatives; defining limits and assess risks for the use of military and other instruments of national power; developing global plans or theater war plans to achieve these objectives; and providing military forces and other capabilities in accordance with strategic plans.

Operational Defense

Operational Defense involves linking tactics and strategy by establishing operational objectives needed to accomplish the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events.

Tactical Defense

Tactical Defense involves focusing on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives.

1.1.1.3. Disaster Management

Involves the activities required to prepare for, mitigate, respond to, and repair the effects of all disasters whether natural or man-made.

Disaster Monitoring and Prediction

Disaster Monitoring and Prediction involves the actions taken to predict when and where a disaster may take place and communicate that information to affected parties. Note: Weather forecasting, while central to Disaster Monitoring and Prediction, is more closely aligned with the "Environmental Monitoring and Forecasting" Sub-Function in the "Environmental Management Line of Business".

Disaster Preparedness and Planning

Disaster Preparedness and Planning involves the development of response programs to be used in case of a disaster as well as pre-disaster mitigation efforts to minimize the potential for loss of life and property. This involves the development of emergency management programs and activities as well as staffing and equipping regional response centers, and mitigation-focused construction and preparation.

Disaster Repair and Restore

Disaster Repair and Restore involves the cleanup and restoration activities that take place after a disaster. This involves the cleanup and rebuilding of any homes, buildings, roads, environmental resources, or infrastructure that may be damaged due to a disaster.

Emergency Response

Emergency Response involves the immediate actions taken to respond to a disaster. These actions include, but are not limited to, providing mobile telecommunications, operational support, power generation, search and rescue, and medical life saving actions.

1.1.1.4. Economic Development

Includes the activities required to promote commercial/industrial development and to regulate the American financial industry to protect investors. It also includes the management and control of the domestic economy and the money supply, and the protection of intellectual property and innovation.

Business and Industry Development

Business and Industry Development supports activities related to the creation of economic and business opportunities and stimulus, and the promotion of financial and economic stability for corporations and citizens involved in different types of business.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 4.4.1	Outcome Measure-Small Business Procurement Goals: Percent of procurement achieved through small businesses. Target level for 2008 is 35%.
VA Performance Measure 4.4.2	Outcome Measure-Small Business Procurement Goals: Percent of procurement achieved through 8(a)

	Small Disadvantaged Business. Target level for 2008 is 5%.
VA Performance Measure 4.4.3	Outcome Measure-Small Business Procurement Goals: Percent of procurement achieved through Women-owned Business. Target level for 2008 is 6%.
VA Performance Measure 4.4.4	Outcome Measure-Small Business Procurement Goals: Percent of procurement achieved through Hub Zone Concerns. Target level for 2008 is 3%.
VA Performance Measure 4.4.5	Outcome Measure-Small Business Procurement Goals: Percent of procurement achieved through Service Disabled Veterans. Target level for 2008 is 3%.
VA Performance Measure 4.4.6	Outcome Measure-Small Business Procurement Goals: Percent of procurement achieved through Veteran-Owned Small Business. Target level for 2008 is 7%.

Industry Sector Income Stabilization

Industry Sector Income Stabilization involves all programs and activities devoted to assisting adversely impacted industrial sectors (farming, commercial transportation, etc.) to ensure the continued availability of their services for the American public and the long-term economic stability of these sectors.

Intellectual Property Protection

Intellectual Property Protection involves all activities to protect and promote the ownership of ideas and control over the tangible or virtual representation of those ideas, including inventions and discoveries, literary and artistic works, and symbols, names, images, and designs used in commerce.

Financial Sector Oversight

Financial Sector Oversight involves the regulation of private sector firms and markets (stock exchanges, corporations, etc.) to protect investors from fraud, monopolies, and illegal behavior. This also includes deposit protection.

1.1.1.5. Education

Refers to those activities that impart knowledge or understanding of a particular subject to the public. Education can take place at a formal school, college, university or other training program. This Line of Business includes all government programs that promote the education of the public, including both earned and unearned benefit programs.

Elementary, Secondary, and Vocational Education

Elementary, secondary, and vocational education refers to the provision of education in elementary subjects (reading and writing and arithmetic); education provided by a high school or college preparatory school; and vocational and technical education and training.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 2.2.3	Outcome Measure-Attainment of a degree or certificate by participant: Percent of participants that earned a diploma or certificate. Target levels for 2004 and 2008 have not yet been set.

Higher Education

Higher Education refers to education beyond the secondary level; specifically, education provided by a college or university.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 2.2.3	Outcome Measure-Attainment of a degree or certificate by participant: Percent of participants that earned a diploma or certificate. Target levels for 2004 and 2008 have not yet been set.

Cultural and Historic Preservation

Cultural and Historic Preservation involves all activities performed by the Federal Government to collect and preserve information and artifacts important to the culture and history of the United States and its citizenry and the education of U.S. citizens and the world.

Cultural and Historic Exhibition

Cultural and Historical Exhibition includes all activities undertaken by the US government to promote education through the exhibition of cultural, historical, and other information, archives, art, etc.

1.1.1.6. Energy

Refers to all actions performed by the government to ensure the procurement and management of energy resources, including the production, sale and distribution of energy, as well as the management of spent fuel resources. Energy management includes all types of mass-produced energy (e.g., hydroelectric, nuclear, wind, solar, or fossil fuels). Also included in this Line of Business is the oversight of private industry.

Energy Supply

Energy Supply involves all activities devoted to ensuring the availability of an adequate supply of energy for the United States and its citizens.

Energy Conservation and Preparedness

Energy Conservation and Preparedness involves protection of energy resources from over-consumption to ensure the continued availability of fuel resources and to promote environmental protection. This Line of Business also includes measures taken to ensure the provision of energy in the event of an emergency.

Energy Resource Management

Energy Resource Management involves the management and oversight of energy producing resources including facilities, dams, land, and offshore resources.

Energy Production

Energy Production involves the transformation of raw energy resources into useable, deliverable energy.

1.1.1.7. Environmental Management

Includes all functions required to monitor the environment and weather, determine proper environmental standards and ensure their compliance, and address environmental hazards and contamination.

Environmental Monitoring and Forecasting

Environmental Monitoring and Forecasting involves the observation and prediction of environmental conditions. This includes but is not limited to the monitoring and forecasting of water quality, water levels, ice sheets, air quality, regulated and non-regulated emissions, as well as the observation and prediction of weather patterns and conditions.

Environmental Remediation

Environmental Remediation supports the immediate and long-term activities associated with the correcting and offsetting of environmental deficiencies or imbalances, including restoration activities.

Pollution Prevention and Control

Pollution Prevention and Control includes activities associated with identifying appropriate pollution standards and controlling levels of harmful substances emitted into the soil, water, and atmosphere from man-made sources. Environmental Mitigation projects are also included in this business line.

1.1.1.8. Law Enforcement

Involves activities to protect people, places, and things from criminal activity resulting from non-compliance with U.S. laws. This includes patrols, undercover operations, response to emergency calls, as well as arrests, raids, and seizures of property.

Criminal Apprehension

Criminal apprehension involves activities associated with the tracking, arrest, detention, and transportation of groups or individuals believed to be responsible for committing Federal crimes.

Criminal Investigation and Surveillance

Criminal Investigation and Surveillance includes collecting evidence required to determine responsibility for a crime and monitoring and questioning affected parties.

Citizen Protection

Citizen Protection involves all activities performed to protect the general population of the United States from criminal activity.

Crime Prevention

Crime Prevention entails all efforts designed to create safer communities through the control and reduction of crime by addressing the causes of crime and reducing opportunities for crimes to occur.

Leadership Protection

Leadership Protection involves all activities performed to protect the health and well being of the president, vice-president, their families, foreign leaders and dignitaries, and other high-level government officials.

Property Protection

Property Protection entails all activities performed to ensure the security of civilian and government property as well as foreign diplomatic missions.

Substance Control

Substance Control supports activities associated with the enforcement of laws regarding legal substances (i.e., alcohol and tobacco) and illegal narcotics including trafficking, possession, sale, distribution, and other related activities.

1.1.1.9. Litigation and Judicial Activities

Refers to those activities relating to the administration of justice.

Judicial Hearings

Judicial Hearings includes activities associated with proceedings (usually by a court of law) where evidence is taken for the purpose of determining an issue of fact and reaching a decision based on that evidence.

Legal Defense

Legal Defense includes those activities associated with the representation of a defendant in a criminal or civil proceeding.

Legal Investigation

Legal Investigation includes activities associated with gathering information about a given party (government agency, citizen, or corporation) that would be admissible in a court of law in an attempt to determine a legal question or matter.

Legal Prosecution and Litigation

Legal Prosecution and Litigation includes all activities involved with presenting a case in a legal proceeding both in a criminal or civil court of law in an attempt to prove guilt/responsibility.

Resolution Facilitation

Resolution Facilitation refers to those activities outside a court of law, such as mediation and arbitration that may be used in an attempt to settle a dispute between two or more parties (government agency, citizen, or corporation).

1.1.1.10. Correctional Activities

Involves all Federal activities that ensure the effective incarceration and rehabilitation of convicted criminals.

Criminal Incarceration

Criminal Incarceration includes activities associated with the housing, custody, and general care of criminals serving time in penitentiaries.

Criminal Rehabilitation

Criminal Rehabilitation includes all government activities devoted to providing convicted criminals with the educational resources and life skills necessary to rejoin society as responsible and contributing members.

1.1.1.11. Health

Involves Federal programs and activities to ensure and provide for the health and well being of the public. This includes the direct provision of health care services and immunizations as well as the monitoring and tracking of public health indicators for the detection of trends and identification of widespread illnesses or diseases. It also includes both earned and unearned health care benefit programs.

Access to Care

Access to Care focuses on the access to appropriate care. This includes streamlining efforts to receive care; ensuring care is appropriate in terms of type, care, intensity, location, and availability; providing seamless access to health knowledge, enrolling providers; performing eligibility determination, and managing patient movement.

Population Health Management and Consumer Safety

Population Health Management and Consumer Safety assess health indicators and consumer products as a means to protect and promote the health of the general population. This includes monitoring of health, health planning, and health management of humans, animals, animal products, and plants, as well as tracking the spread of diseases and pests. Also includes evaluation of consumer products, drug, and foods to assess the potential risks and dangers; education of the consumer and the general population; and facilitation of health promotion and disease and injury prevention.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 3.1.2	Outcome Measure-Prevention Index II: Increase the scores on Prevention Index II. Target levels for 2004 and 2008 are 80% and 85%, respectively.

Health Care Administration

Health Care Administration assures that federal health care resources are expended effectively to ensure quality, safety, and efficiency. This includes managing health care quality, cost, workload, utilization, and fraud/abuse efforts.

Health Care Delivery Services

Health Care Delivery Services provides and supports the delivery of health care to its beneficiaries. This includes assessing health status; planning health services; ensuring quality of services and continuity of care; and managing clinical information and documentation.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 1.1.1	Outcome Measure-Spinal Cord Injury: Maintain the proportion of discharges from Spinal Cord Injury bed sections to non-institutional settings. Target levels for 2004 and 2008 are 95% and 95%, respectively.
VA Performance Measure 1.1.2	Outcome Measure-Homeless Veterans: Increase the percent of veterans who were discharged from domiciliary Care for Homeless Veterans Program (DCHV) or Health Care for Homeless Veterans (HCHV) community-based, or grant and per diem

	contract residential care program to an independent or secured institutional living arrangement. Target levels for 2004 and 2008 are 67% and 75%, respectively.
VA Performance Measure 1.1.3	Outcome Measure-Substance Abuse: Increase the percent of patients entering substance abuse treatment who maintain continuous treatment involvement for at least 90 days. Target levels for 2004 and 2008 are 35% and 65%, respectively.
VA Performance Measure 1.1.4	Outcome Measure-Special Emphasis Areas: Increase score on the Prevention Index II for emphasis areas. Target levels for 2004 and 2008 are 74% and 85%, respectively.
VA Performance Measure 3.1.5	Service Delivery Measure-Long-Term Care: Increase non-institutional long-term care as expressed by average daily census. Target levels for 2004 and 2008 are 32,698 and 42,600, respectively.

Health Care Research and Practitioner Education

Health Care Research and Practitioner Education fosters advancement in health discovery and knowledge. This includes developing new strategies to handle diseases; promoting health knowledge advancement; identifying new means for delivery of services, methods, decision models and practices; making strides in quality improvement; managing clinical trials and research quality; and providing for practitioner education.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 4.2.1	Outcome Measure-Research: Maintain the percent of research projects devoted to Designated Research Areas. Target levels for 2004 and 2008 are 99% and 99%, respectively.
VA Performance Measure 4.3.1	Outcome Measure-Medical Training: Increase medical residents' and other trainee's scores on a VA survey assessing the value of their clinical training experience. Target levels for 2004 and 2008 are 82% and 85%, respectively.

1.1.1.12. Homeland Security

Involves protecting the nation against terrorist attacks. This includes analyzing threats and intelligence, guarding borders and airports, protecting critical infrastructure, and coordinating the response emergencies. The Homeland Security Line of Business is defined by the President’s Strategy on Homeland Security. Note: Some of the Critical Mission Areas from the President’s strategy have already been identified in other Lines of Business in the BRM.

Border and Transportation Security

Border and Transportation Security includes appropriately facilitating or deterring entry and exit of people, goods, and conveyances at and between U.S. ports of entry, as well as ensuring the security of transportation and infrastructure networks, facilities, vehicles, and personnel within the United States.

Key Asset and Critical Infrastructure Protection

Key Asset and Critical Infrastructure Protection involves assessing key asset and critical infrastructure vulnerabilities and taking direct action to mitigate vulnerabilities, enhance security, and ensure continuity and necessary redundancy in government operations and personnel.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 4.1.1	Outcome Measure-Emergency Management: VA’s Readiness Operations Center (ROC) (Sites A& B) will be fully capable of 24/7 coverage and capable of fully functioning as the VA’s primary ROC. Site B will be capable of taking over Site A within 6 hours. Target levels for 2004 and 2008 are 90% and 95%, respectively.
VA Performance Measure 4.1.2	Outcome Measure-Emergency Management: Percent of group / emergency preparedness officials (VA Crisis Response Team (CRT) members, Advanced COOP, and COOP Planners) who receive focused training or participate in exercises relevant to VA’s COOP plan. Target levels for 2004 and 2008 are 95% and 100%, respectively.

Catastrophic Defense

Catastrophic Defense involves the development of technological countermeasures (chemical, biological, radiological and nuclear [CBRN]) to terrorist threats, conducting laboratory testing on new and promising devices, and conducting basic and applied science that can lead to the development of countermeasures.

1.1.1.13. Income Security

Includes activities designed to ensure that members of the public are provided with the necessary means, both financial and otherwise, to sustain an adequate level of existence. This includes all benefit programs, both earned and unearned, that promotes these goals for members of the public.

General Retirement and Disability

General Retirement and Disability involves the development and management of retirement benefits, pensions, and income security for those who are retired or disabled.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 1.2.1	Outcome Measure-Compensation: Percent of veterans in receipt of compensation whose total income exceeds that of like-circumstanced, non-disabled veterans. Target level 2008 is 50%.
VA Performance Measure 1.2.2	Outcome Measure-Compensation: Percent of veterans in receipt of compensation whose total income exceeds that of like-circumstanced non-veterans. Target level 2008 is 50%.
VA Performance Measure 3.2.2	Outcome Measure-Pension: Percent of pension recipients who rely on SSI in addition to VA pension. Target levels for 2004 and 2008 are 35% and 15%, respectively.

Unemployment Compensation

Unemployment Compensation provides income security to those who are no longer employed, while they seek new employment.

Housing Assistance

Housing Assistance involves the development and management programs that provide housing to those who are unable to provide housing for themselves including the rental of single-family or multifamily properties, and the management and operation of federally supported housing properties.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 2.3.1	Outcome Measure-Home Purchase: Percent of active duty personnel and veterans that could not have purchased substantially the same home without VA assistance. Target level for 2008 is 80%.
VA Performance Measure 2.3.2	Outcome Measure-Foreclosure Avoidance: Foreclosure avoidance through serving (FAT) ratio. Target levels for 2004 and 2008 are 45% and 47%, respectively.

Food and Nutrition Assistance

Food and Nutrition Assistance involves the development and management of programs that provide food and nutrition assistance to those members of the public who are unable to provide for these needs themselves.

Survivor Compensation

Survivor Compensation provides compensation to the survivors of individuals currently receiving or eligible to receive benefits from the Federal Government. This includes, but is not limited to, survivors such as spouses or children of veterans or wage earners eligible for social security payments.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 1.4.1	Outcome Measure-Dependency and Indemnity Compensation (DIC): Percent of DIC recipients above the poverty level. Target levels for 2004 and 2008 are 75% and 100%, respectively.

1.1.1.14. Intelligence Operations

Intelligence Operations involves collecting and analyzing information to meet the national security challenges of the U.S. by processing reliable, accurate foreign intelligence, and disseminating intelligence products to policymakers, military commanders, and other consumers.

Intelligence Planning and Direction/Needs

Intelligence Planning and Direction/Needs establishes the intelligence requirements of the policymakers the President, the NSC, military commanders, and other officials in major departments and governmental agencies.

Intelligence Collection

Intelligence Collection involves the gathering of raw data from multiple sources from which finished intelligence is produced.

Intelligence Analysis and Production

Intelligence Analysis and Production converts large amounts of data to a form suitable for the production of finished intelligence to include translation, decryption, and interpretation of information stored on film and magnetic media using highly refined photographic and electronic processes.

Dissemination

Dissemination consists of delivering the intelligence products to consumers.

1.1.1.15. International Affairs and Commerce

Involves the non-military activities that promote U.S. policies and interests beyond our national borders, including the negotiation of conflict resolution, treaties, and agreements. In addition, this function includes: foreign economic development and social/political development; diplomatic relations with other Nations; humanitarian, technical, and other developmental assistance to key Nations; and global trade.

Foreign Affairs

Foreign Affairs refers to those activities associated with the implementation of foreign policy and diplomatic relations, including the operation of embassies, consulates, and other posts; ongoing membership in international organizations; the development of cooperative frameworks to improve relations with other Nations; and the development of treaties and agreements.

International Development and Humanitarian Aid

International Development and Humanitarian Aid refer to those activities related to the implementation of development and humanitarian assistance programs to developing and transitioning countries throughout the world. Development and aid may include technical assistance (the transfer of knowledge and expertise), and the delivery of equipment, commodities and urgent humanitarian assistance including food aid.

Global Trade

Global Trade refers to those activities the Federal Government undertakes to advance worldwide economic prosperity by increasing trade through the opening of overseas markets and freeing the flow of goods, services, and capital.

1.1.1.16. Natural Resources

Natural Resources includes all activities involved in conservation planning, land management, and national park/monument tourism that affect the nation's natural and recreational resources, both private and federal. Note: Energy-related natural resources are covered in the Energy Management line of business.

Conservation, Marine and Land Management

Conservation, Marine and Land Management involves the responsibilities of surveying, maintaining, and operating public lands and monuments, as well as activities devoted to ensuring the preservation of land, water, wildlife, and natural resources, both domestically and internationally. It also includes the sustainable stewardship of natural resources on federally owned/controlled lands for commercial use (mineral mining, grazing, forestry, fishing, etc.).

Recreational Resource Management and Tourism

Recreational Resource Management and Tourism involves the management of national parks, monuments, and tourist attractions as well as visitor centers, campsites, and park service facilities.

Agricultural Innovation and Services

Agricultural Innovation and Services involves the creation and dissemination of better methods for farming and the development of better and healthier crops.

Water Resource Management

Water Resource Management includes all activities that promote the effective use and management of the nation's water resources. Notes: Environmental protection of water resources is included in the Environmental Management Line of Business. Hydroelectric energy production is included in the Energy Production Sub-Function.

1.1.1.17. Transportation

Involves all federally supported activities related to the safe passage, conveyance, or transportation of goods and/or people.

Air transportation

Air Transportation involves the activities related to the safe passage of passengers or goods through the air. It also includes command and control activities related to the safe movement of aircraft through all phases of flight for commercial and military operations. Note: The protection of air transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business.

Ground Transportation

Ground Transportation involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over land. Note: The protection of ground transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business.

Water Transportation

Water Transportation involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over sea and water. Note: The protection of maritime transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business.

Space Operations

Space Operations involves the activities related to the safe launches / missions of passengers or

goods into aerospace and includes commercial, scientific, and military operations.

1.1.1.18. Workforce Management

Includes those activities that promote the welfare of the Nation's workforce by improving their working conditions, advancing opportunities for profitable employment, and strengthening free collective bargaining.

Training and Employment

Training and Employment includes programs of job or skill training, employment services and placement, and programs to promote the hiring of marginal, unemployed, or low-income workers.

Labor Rights Management

Labor Rights Management refers to those activities undertaken to ensure that employees and employers are aware of and comply with all statutes and regulations concerning labor rights, including those pertaining to wages, benefits, safety, and health, whistleblower, and nondiscrimination policies.

Worker Safety

Worker Safety refers to those activities undertaken to save lives, prevent injuries, and protect the health of America's workers.

1.1.1.19. General Science and Innovation

Includes all Federal activities to meet the national need to advance knowledge in this area. This includes general research and technology programs, space exploration activities, and other research and technology programs that have diverse goals and cannot be readily classified into another Line of Business or Sub-function.

Scientific and Technological Research and Innovation

Scientific and Technological Research and Innovation includes all federal activities whose goal is the creation of new scientific and/or technological knowledge as a goal in itself, without a specific link to the other Lines of Business or Sub-Functions of the BRM. NOTE: If a research and development program directly supports another Service For Citizen, it should be included here.

Space Exploration and Innovation

Space Exploration and Innovation includes all activities devoted to innovations directed at human and robotic space flight and the development and operation of space launch and transportation systems, and the general research and exploration of outer space.

1.1.2. Support Delivery of Services

Captures the extent to which intermediate outcomes related to support services are achieved.

1.1.2.1. Controls and Oversight

Ensures that the operations and programs of the federal government and its external business partners comply with applicable laws and regulations and prevent waste, fraud, and abuse.

Corrective Action

Corrective Action involves the enforcement of activities to remedy internal or external programs that have been found non-compliant with a given law, regulation, or policy.

Program Evaluation

Program Evaluation involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.

Program Monitoring

Program Monitoring involves the data-gathering activities required to determine the effectiveness of internal and external programs and the extent to which they comply with related laws, regulations, and policies.

1.1.2.2. Internal Risk Management and Mitigation

Involves all activities relating to the processes of analyzing exposure to risk and determining appropriate countermeasures.

Contingency Planning

Contingency Planning involves the actions required to plan for, respond to, and mitigate damaging events.

Continuity of Operations

Continuity of Operations involves the activities associated with the identification of critical systems and processes, and the planning and preparation required to ensure that these systems

and processes will be available in the event of a catastrophic event.

Service Recovery

Service Recovery involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.

1.1.2.3. Legislative Relations

Involves activities aimed at the development, tracking, and amendment of public laws through the legislative branch of the federal government.

Legislation Tracking

Legislation Tracking involves monitoring legislation from introduction to enactment.

Legislation Testimony

Legislation Testimony involves activities associated with providing testimony/evidence in support of, or opposition to, legislation.

Proposal Development

Proposal Development involves drafting proposed legislation that creates or amends laws subject to Congressional action.

Congressional Liaison Operations

Congressional Liaison Operations involves all activities associated with supporting the formal relationship between a Federal Agency and the U.S. Congress.

1.1.2.4. Regulatory Development

Involves activities associated with developing regulations, policies, and guidance to implement laws.

Policy and Guidance Development

Policy and Guidance Development involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.

Public Comment Tracking

Public Comment Tracking involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.

Regulatory Creation

Regulatory Creation involves the activities of researching and drafting proposed and final regulations.

Rule Publication

Rule Publication includes the all activities associated with the publication of a proposed or final rule in the Federal Register and Code of Federal Regulations.

1.1.2.5. Planning and Budgeting

Planning and Budgeting involves the activities of determining strategic direction, identifying and establishing programs and processes, and allocating resources (capital and labor) among those programs and processes.

Budget and Performance Integration

Budget and Performance Integration involves activities that align Federal resources allocated through budget formulation, execution, and management actions with examinations of program objectives, performance, and demonstrated results such as Program Performance Assessments, Government Performance Results Act (GPRA) plans and reports, performance-based agency budget submissions, and Financial Management Cost Accounting and Performance Measurement data.

Budget Execution

Budget Execution involves the legal (apportionment) and managerial (allotment and sub-allotment) distribution of budget authority to achieve results consistent with the formulated budget.

Budget Formulation

Budget Formulation involves all activities undertaken to determine priorities for future spending and to develop an itemized forecast of future funding and expenditures during a targeted period of time. This includes the collection and use of performance information to assess the effectiveness of programs and develop budget priorities.

Capital Planning

Capital Planning involves the processes for ensuring that appropriate investments are selected for capital expenditures.

Enterprise Architecture

Enterprise Architecture is an established process for describing the current state and defining the target state and transition strategy for an organization's people, processes, and technology.

Management Improvement

Management Improvement includes all efforts to gauge the ongoing efficiency of business processes and identify opportunities for reengineering or restructuring.

Strategic Planning

Strategic Planning entails the determination of annual and long-term goals and the identification of the best approach for achieving those goals.

Tax and Fiscal Policy

Tax and Fiscal Policy encompasses analysis of the implications for economic growth and stability in the United States and the world of Federal tax and spending policies. This includes assessing the sustainability of current programs and policies, the best means for raising revenues, the distribution of tax liabilities, and the appropriate limits on debt.

Workforce Planning

Workforce Planning involves the processes for identifying the workforce competencies required to meet the agency's strategic goals and for developing the strategies to meet these requirements.

1.1.2.6. Public Affairs

Involves the exchange of information and communication between the federal government, citizens, and stakeholders in direct support of citizen services, public policy, and/or national interest.

Customer Services

Customer Services supports activities associated with providing an agency's customers with information regarding the agency's service offerings and managing the interactions and relationships with those customers.

Official Information Dissemination

Official Information Dissemination includes all efforts to provide official government information to external stakeholders through the use of various types of media, such as video, paper, web, etc.

Product Outreach

Product Outreach relates to the marketing of government services products, and programs to the general public in an attempt to promote awareness and increase the number of customers/beneficiaries of those services and programs.

Public Relations

Public Relations involve the efforts to promote an organization's image through the effective handling of citizen concerns.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure E-2.3	Outcome Measure-Intergovernmental Awareness: Percent of elected and appointed officials who are aware of programs provided by VA that may support or supplement their state and local programs. Target levels for 2004 and 2008 are 40% and 65%, respectively.

1.1.2.7. Revenue Collection

Includes the collection of Government income from all Fee Collection sources. Note: Tax collection is accounted for in the Taxation Management Sub-function in the General Government Line of Business.

Debt Collection

Debt Collection supports activities associated with the collection of money owed to the U.S. government from both foreign and domestic sources.

User Fee Collection

User fee collection involves the collection of fees assessed on individuals or organizations for the provision of Government services and for the use of Government goods or resources (i.e.

National Parks).

Federal Asset Sales

Federal Asset Sales encompasses the activities associated with the acquisition, oversight, tracking, and sale of non-internal assets managed by the Federal Government with a commercial value and sold to the private sector.

1.1.2.8. General Government

Involves the general overhead costs of the federal government, including legislative and executive activities; provision of central fiscal, personnel, and property activities; and the provision of services that cannot reasonably be classified in any other Line of Business. As a normal rule, all activities reasonably or closely associated with other LoBs or Sub-functions shall be included in those LoBs or Sub-functions rather than listed as a part of general government. This Line of Business is reserved for central government management operations; agency-specific management activities would not be included here.

Central Fiscal Operations

Central Fiscal Operations includes the fiscal operations that the Department of Treasury performs on behalf of the government. Note: Tax-related functions are included within the Taxation Management Sub-function.

Legislative Functions

Legislative Functions include the costs of the Legislative Branch except for the Tax Court, the Library of Congress, and the Government Printing Office revolving fund.

Executive Functions

Executive Functions involve the Executive Office of the President.

Central Property Management

Central Property Management involves most of the operations of the General Services Administration.

Central Personnel Management

Central Personnel Management involves most of the operating costs of the Office of Personnel Management and related agencies.

Taxation Management

Taxation Management includes activities associated with the implementation of the Internal Revenue Code and the collection of taxes in the United States and abroad.

Central Records and Statistics Management

Central Records and Statistics Management involves the operations surrounding the management of official documents, statistics, and records for the entire federal government. This Sub-function is intended to include the management of records and statistics for the federal government as a whole, such as the records management performed by NARA or the statistics and data collection performed by the Bureau of the Census. Note: Many agencies perform records and statistics management for a particular business function and as such should be mapped to that line of business. The Central Records and Statistics Management are intended for functions performed on behalf of the entire Federal government.

1.1.3. Management of Government Resources

Captures the extent intermediate outputs are achieved related to back-office support enabling the government to operate efficiently.

1.1.3.1. Administrative Management

Involves the day-to-day management and maintenance of the internal infrastructure.

Facilities, Fleet, and Equipment Management

Facilities, Fleet, and Equipment Management involves the maintenance, administration, and operation of office buildings, fleets, machinery, and other capital assets that are possessions of the Federal Government.

Help Desk Services

Help Desk Services involves the management of a service center to respond to government and contract employees technical and administrative questions.

Security Management

Security Management involves the physical protection of an organizations personnel, assets, and facilities.

Travel

Travel involves the activities associated with planning, preparing, and monitoring of business related travel for an organization's employees.

Workplace Policy Development and Management

Workplace Policy Development and Management include all activities required to develop and disseminate workplace policies such as dress codes, time reporting requirements, telecommuting, etc.

1.1.3.2. Financial Management

The use of financial information to measure, operate and predict the effectiveness and efficiency of an entity’s activities in relation to its objectives. The ability to obtain and use such information is usually characterized by having in place policies, standards, and a system of controls that reliably capture and report activity in a consistent manner.

Accounting

Accounting entails accounting for assets, liabilities, fund balances, revenues and expenses associated with the maintenance of Federal funds and expenditure of Federal appropriations (Salaries and Expenses, Operation and Maintenance, Procurement, Working Capital, Trust Funds, etc.), in accordance with applicable Federal standards (FASAB, Treasury, OMB, GAO, etc.)

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure E-4.4	Outcome Measure-Clean Financial Audit: Number of audit qualifications identified in the auditor’s opinion on VA’s Consolidated Financial Statements. Target levels for 2004 and 2008 are 0 and 0, respectively.

Asset and Liability Management

Asset and Liability Management provides accounting support for the management of assets and liabilities of the Federal government.

Collections and Receivables

Collections and Receivables include- deposits, fund transfers, and receipts for sales or service.

Links to Z16 (listed alphabetically)

Name	Description
VA Performance Measure E-4.1	Outcome Measure-Collections: Percent of collections to billings. Target levels for 2004 and 2008 are 40% and 40%, respectively.

Cost Accounting / Performance Measurement

Cost Accounting / Performance Measurement is the process of accumulating, measuring, analyzing, interpreting, and reporting cost information useful to both internal and external groups concerned with the way in which an organization uses, accounts for, safeguards, and controls its resources to meet its objectives. Cost accounting information is necessary in establishing strategic goals, measuring service efforts and accomplishments, and relating efforts to accomplishments. Also, cost accounting, financial accounting, and budgetary accounting all draw information from common data sources.

Funds Control

Funds Control includes the management of the federal budget process including the development of plans and programs, budgets, and performance outputs as well as financing federal programs and operations through appropriation and apportionment of direct and reimbursable spending authority, fund transfers, investments and other financing mechanisms.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure E-3.2	Outcome Measure-Cap the IT Budget: Percent increase in the annual IT budget above the previous year's budget (except for pay raise and inflation increases). Target levels for 2004 and 2008 are 0% and 0%, respectively.
VA Performance Measure E-3.3	Outcome Measure-Modernization: Percent decrease of annual IT budget spent on sustainment, shifting corresponding savings to modernization (zero sum game). Target levels for 2004 and 2008 are 5% and 5%, respectively.

Payments

Payments include disbursements of Federal funds, via a variety of mechanisms, to Federal and

private individuals, Federal agencies, state, local and international Governments, and the private sector, to effect payment for goods and services, or distribute entitlements, benefits, grants, subsidies, loans, or claims.

Reporting and Information

Reporting and Information includes providing financial information, reporting, and analysis of financial transactions.

1.1.3.3. Human Resource Management

Involves all activities associated with the recruitment and management of personnel.

Benefits Management

Benefits Management designs, develops, and implements benefit programs that attract, retain, and support current and former agency employees. This sub-function includes: establishing and communicating benefits programs; processing benefits actions; and interacting as necessary with third party benefits providers.

Compensation Management

Compensation Management designs, develops, and implements programs that attract, retain, and fairly compensate agency employees. In addition, designs, develops, and implements pay for performance compensation programs to recognize and reward high performance, with bonus payments. This sub-function includes developing and implementing compensation programs; administering bonus and monetary awards programs; administering pay changes; managing time, attendance, leave and pay; and managing payroll.

Employee Performance Management

Employee Performance Management designs, develops, and implements a comprehensive performance management approach to ensure agency employees are demonstrating competencies required of their work assignments. Design, develop, and implement a comprehensive performance management strategy that enables managers to make distinctions in performance and links individual performance to agency goal and mission accomplishment. This sub-function also includes managing employee performance at the individual level and evaluating the overall effectiveness of the agency’s employee development approach.

Links to Z16 (listed alphabetically)	
Name	Description

VA Performance Measure E-1.1	Outcome Measure-Professional Development: Percent of VA organizational components that have implemented the High Performance Development Model. Target levels for 2004 and 2008 are 75% and 100%, respectively.
VA Performance Measure E-2.2	Outcome Measure-Employee Feedback: Percent of VA employees who indicate they understand VA's strategic goals. Target levels for 2004 and 2008 are 80% and 90%, respectively.

Employee Relations

Employee Relations designs, develops, and implements programs that strive to maintain an effective employer-employee relationship that balance the agency's needs against its employees' rights. This sub-function includes addressing employee misconduct; addressing employee performance problems; managing administrative grievances; providing employee accommodation; administering employees assistance programs; participating in administrative third party proceedings; and determining candidate and applicant suitability.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure E-1.2	Outcome Measure-Alternative Dispute Resolution (ADR): Percent of VA employees who will be trained in ADR as an option to address workplace disputes. Target levels for 2004 and 2008 are 80% and 100%, respectively.

HR Strategy

HR Strategy develops effective human capital management strategies to ensure federal organizations are able to recruit, select, develop, train, and manage a high-quality, productive workforce in accordance with merit system principles. This sub-function includes: conducting both internal and external environmental scans; developing human resources and human capital strategies and plans; establishing human resources policy and practices; managing current and future workforce competencies; developing workforce plans; developing succession plans; managing the human resources budget; providing human resources and human capital consultative support; and measuring and improving human resources performance.

Human Resources Development

Human Resources Development designs, develops, and implements a comprehensive employee development approach to ensure that agency employees have the right competencies and skills for current and future work assignments. This sub-function includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee development programs; and evaluating the overall effectiveness of the agency’s employee development approach.

Labor Relations

Labor Relations – manages the relationship between the agency and its unions and bargaining units. This includes negotiating and administering labor contracts and collective bargaining agreements; managing negotiated grievances; and participating in negotiated third party proceedings.

Organization and Position Management

Organization and Position Management designs, develops, and implements organizational and position structures that create a high-performance, competency-driven framework that both advances the agency mission and serves agency human capital needs.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure E-1.3	Outcome Measure-One VA Employee Satisfaction Survey: Percent of employees who respond favorably when surveyed about their job satisfaction. Target levels for 2004 and 2008 are 65% and 75%, respectively.

Separation Management

Separation Management – conducts efficient and effective employee separation programs that assist employees in transitioning to non-Federal employment; facilitates the removal of unproductive, non-performing employees; and assists employees in transitioning to retirement.

Staff Acquisition

Staff Acquisition establishes procedures for recruiting and selecting high-quality, productive employees with the right skills and competencies, in accordance with merit system principles. This sub-function includes: developing a staffing strategy and plan; establishing an applicant evaluation approach; announcing the vacancy, sourcing and evaluating candidates against the

competency requirements for the position; initiating pre-employment activities; and hiring employees.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure E-1.4	Service Delivery Measure-Workforce Planning: Percent reduction in the average time it takes to recruit and fill vacancies in mission-critical positions from the FY 2003 baseline. Target levels for 2004 and 2008 are 10% and 60%, respectively.
VA Performance Measure E-1.5	Service Delivery Measure-Workforce Planning: Percent increase in the number of VA job announcements for which applications. Target levels for 2004 and 2008 are 38% and 100%, respectively.

1.1.3.4. Information and Technology Management

Involves the coordination of information and technology resources and systems required to support or provide a service.

Information Management

Information Management involves the coordination of information collection, storage, and dissemination, and destruction as well as managing the policies, guidelines, and standards regarding information management.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure E-3.4	Service Delivery Measure-Paperwork Reduction: Percent reduction per year of information-collection burden hours (under the Paperwork Reduction Act). Target levels for 2004 and 2008 are 12% and 12%, respectively.

Information Sharing

Information Sharing relates to any method or function, for a given business area, facilitating: data being received in a usable medium by one or more departments or agencies as provided by a

separate department or agency or other entity; and data being provided, disseminated or otherwise made available or accessible by one department or agency for use by one or more separate departments or agencies, or other entities, as appropriate.

Information Systems Security

IT Security involves all functions pertaining to the securing of Federal data and systems through the creation and definition of security policies, procedures, and controls covering such services as identification, authentication, and non-repudiation.

IT Infrastructure Maintenance

IT Infrastructure Maintenance involves the planning, design, and maintenance of an IT Infrastructure to effectively support automated needs (i.e. platforms, networks, servers, printers, etc.)

Lifecycle/Change Management

Lifecycle/Change Management involves the processes that facilitate a smooth evolution, composition, and workforce transition of the design and implementation of changes to agency resources such as assets, methodologies, systems, or procedures.

Record Retention

Record Retention involves the operations surrounding the management of the official documents and records for an agency.

System and Network Monitoring

System and Network Monitoring supports all activities related to the real-time monitoring of systems and networks for optimal performance.

System Development

System Development supports all activities associated with the in-house design and development of software applications.

System Maintenance

System Maintenance supports all activities associated with the maintenance of in-house designed software applications.

1.1.3.5. Supply Chain Management

Involves the purchasing, tracking, and overall management of goods and services.

Goods Acquisition

Goods Acquisition involves the procurement of physical goods, products, and capital assets to be used by the federal government.

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure E-4.2	Outcome Measure-DoD Sharing: Achieve increased dollar value, usage and /or cost savings through expansion of joint contracting - Pharmaceuticals (Shared Cost Savings). Target levels for 2004 and 2008 are \$561 Million and \$650 Million, respectively.
VA Performance Measure E-4.3	Outcome Measure-Competitive Sourcing: Percent of competitive sourcing studies completed (totaling 55,000 commercial FTE). Target levels for 2004 and 2008 are 53% and 100%, respectively.

Inventory Control

Inventory Control refers to the tracking of information related to procured assets and resources with regards to quantity, quality, and location.

Logistics Management

Logistics Management involves the planning and tracking of personnel and their resources in relation to their availability and location.

Services Acquisition

Services Acquisition involves the oversight and/or management of contractors and service providers from the private sector.

1.2. Customer Results

A measurement result area of the PRM intended to capture how well an agency or specific

process within an agency is serving its customers — and ultimately its citizens.

1.2.1. Customer Benefit

Customer satisfaction levels and tangible impacts to customers as a result of the products or services provided.

1.2.1.1. Customer Satisfaction

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 1.2.10	Service Delivery Measure-Customer Satisfaction: Overall Satisfaction. Target levels for 2004 and 2008 are 70% and 90%, respectively.
VA Performance Measure 1.2.3	Outcome Measure-Compensation: Percent of veterans in receipt of compensation who perceive that VA compensation recognizes the contribution and sacrifices made by veterans during military service. Target levels for 2004 and 2008 are 50% and 70%, respectively.
VA Performance Measure 1.2.4	Outcome Measure-Compensation: Percent of compensation recipients who perceive that VA compensation redresses the effect of service-connected disability in diminishing the quality of life. Target level 2008 is 70%.
VA Performance Measure 1.3.6	Service Delivery Measure-Customer Satisfaction: Percent of satisfaction with VA service. Target levels for 2004 and 2008 are 82% and 92%, respectively.
VA Performance Measure 1.4.2	Outcome Measure-Dependency and Indemnity Compensation (DIC): Percent of DIC recipients who are satisfied that the VA recognized their sacrifice. Target levels for 2004 and 2008 are 50% and 90%, respectively.
VA Performance Measure 1.4.5	Service Delivery Measure-Customer Satisfaction: Overall Satisfaction. Target levels for 2004 and 2008

	are 70% and 90%, respectively.
VA Performance Measure 2.1.4	Service Delivery Measure-Vet Centers: Percent of veterans using Vet Centers who report being satisfied with services and respond that they would recommend the Vet Center to other veterans. Target levels for 2004 and 2008 are 95% and 95%, respectively.
VA Performance Measure 2.2.2	Outcome Measure-Enhancement of Education or Career Goals: Percent of participants who believe their educational and / or career goals have been enhanced as a result of the program. Target levels for 2004 and 2008 are N.A. and 75%, respectively.
VA Performance Measure 2.2.7	Service Delivery Measure-Customer Satisfaction: Percent of high ratings received from customers. Target levels for 2004 and 2008 are 87% and 95%, respectively.
VA Performance Measure 3.1.3	Outcome Measure-Quality of Healthcare Service: Increase the percent of inpatients and outpatients rating VA health care service as very good or excellent. Target levels for 2004 and 2008 are 68% and 72%, respectively for inpatients; and 70% and 72%, respectively for outpatients.
VA Performance Measure 3.2.3	Outcome Measure-Pension: Percent who said their claim determination was very or somewhat fair. Target levels for 2004 and 2008 are 53% and 75%, respectively.
VA Performance Measure 3.2.4	Outcome Measure-Pension: Percent of pension recipients who are satisfied that the VA recognized their service to the Nation. Target levels for 2004 and 2008 are 40% and 70%, respectively.
VA Performance Measure 3.2.7	Service Delivery Measure-Customer Satisfaction: Overall Satisfaction. Target levels for 2004 and 2008 are 70% and 90%, respectively.
VA Performance Measure 3.3.5	Service Delivery Measure-Customer Satisfaction: Percent of high veteran satisfaction ratings. Target levels for 2004 and 2008 are 95% and 95%,

	respectively.
VA Performance Measure 3.3.6	Service Delivery Measure-Customer Satisfaction: Percent of low veteran satisfaction ratings. Target levels for 2004 and 2008 are 2% and 2%, respectively.
VA Performance Measure 3.4.4	Service Delivery Measure-Quality of Service: Percent of respondents who rate service provided by the national cemeteries as excellent. Target levels for 2004 and 2008 are 97% and 100%, respectively.
VA Performance Measure 4.5.1	Outcome Measure-National Shrine Commitment: Percent of respondents who rate national cemetery appearance as excellent. Target levels for 2004 and 2008 are 98% and 100%, respectively.

1.2.1.2. Customer Retention

NA

1.2.1.3. Customer Complaints

NA

1.2.1.4. Customer Impact or Burden

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 1.2.5	Outcome Measure-Compensation: Percent of recently inducted service members who report that the existence of the VA compensation program was a factor in helping them decide to enter military service. Target levels for 2004 and 2008 are 22%, and 25%, respectively.

1.2.1.5. Customer Training

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 1.2.6	Outcome Measure-Compensation: Percent of compensation recipients who were kept informed of the full range of available benefits. Target level for 2008 is 60%.
VA Performance Measure 3.2.1	Outcome Measure-Pension: Percent of pension recipients who were informed of the full range of available benefits. Target level for 2008 is 60%.
VA Performance Measure E-2.1	Outcome Measure-Veteran Awareness: Percent increase in the number of veterans who believe that they understand their VA benefits. Target levels for 2004 and 2008 are 5% and 10%, respectively.

1.2.2. Service Coverage

The extent to which the desired customer population is being served and customers are using products and services.

1.2.2.1. New Customers and Market Penetration

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 2.1.1	Outcome Measure-Transition Benefits Briefing Participation: Percent of veterans separating / retiring who participate in benefits briefing prior to discharge. Target level for 2007 is 85%.
VA Performance Measure 2.1.2	Outcome Measure-Transition Benefits Briefing Participation: Percent of CONUS separating service members who receive transitional assistance through the Benefits Delivery at Discharge (BDD) program. Target levels for 2004 and 2006 are 60% and 90%, respectively.

VA Performance Measure 3.4.1	Outcome Measure-Percentage of Veterans Served: Percent of veterans served by a burial option in a national or state veteran’s cemetery within a reasonable distance (75 miles) of their residence. Target levels for 2004 and 2008 are 81.6% and 85.2%, respectively.
VA Performance Measure 3.4.2	Outcome Measure-Percentage of Veterans Served: Percent of veterans served by a burial option in a national cemetery. Target levels for 2004 and 2008 are 74.1% and 72.6%, respectively.
VA Performance Measure 3.4.3	Outcome Measure-Percentage of Veterans Served: Percent of veterans served only by a state veteran’s cemetery burial option. Target levels for 2004 and 2008 are 7.5% and 12.6%, respectively.

1.2.2.2. Frequency and Depth

NA

1.2.2.3. Service Efficiency

NA

1.2.3. Timeliness and Responsiveness

Time to respond to customer inquiries and requests and time to deliver products or services.

1.2.3.1. Response Time

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 3.1.6	Service Delivery Measure-Access and Service Delivery: Percent of patients who report being seen within 20 minutes of a scheduled appointment at VA health care facilities. Target levels for 2004 and 2008 are 63% and 90%, respectively.
VA Performance Measure 3.1.7	Service Delivery Measure-Access and Service

	Delivery: Average waiting time for new patients seeking primary care clinic appointments. Target levels for 2004 and 2008 are 30 days and 30 days, respectively.
VA Performance Measure 3.3.9	Service Delivery Measure-Telephone: Average hold time. Target levels for 2004 and 2008 are 20 seconds and 20 seconds, respectively.

1.2.3.2. Delivery Time

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 3.2.5	Service Delivery Measure-Speed: Average number of days to process rating-related actions. Target levels for 2004 and 2008 are 91 days and 78 days, respectively.
VA Performance Measure 3.5.1	Service Delivery Measure-Headstones and Markers: Percent of graves in national cemeteries marked within 60 days of interment. Target levels for 2004 and 2008 are 70% and 90%, respectively.

1.2.4. Service Quality

Quality from the customer's perspective and accuracy of responses to customer inquiries.

1.2.4.1. Accuracy of Service or Product Delivered

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 1.2.11	Service Delivery Measure-Decision Rate: Deficiency-free decision rate for appeal claims. Target levels for 2004 and 2008 are 93% and 95%.

VA Performance Measure 1.2.9	Service Delivery Measure-Accuracy: National accuracy rate (core rating work). Target levels for 2004 and 2008 are 88% and 98%, respectively.
VA Performance Measure 1.3.8	Service Delivery Measure-Accuracy: Accuracy of entitlement determinations. Target levels for 2004 and 2008 are 90% and 96%, respectively.
VA Performance Measure 1.4.4	Service Delivery Measure-Accuracy: National accuracy rate (core rating work). Target levels for 2004 and 2008 are 88% and 98%, respectively.
VA Performance Measure 2.2.6	Service Delivery Measure-Accuracy: Payment accuracy rate. Target levels for 2004 and 2008 are 97% and 97%, respectively.
VA Performance Measure 3.2.6	Service Delivery Measure-Accuracy: National accuracy rate (core rating work). Target levels for 2004 and 2008 are 93% and 98%, respectively.
VA Performance Measure 4.5.2	Service Delivery Measure-National Shrine Commitment: Percent of headstones and/or markers in national cemeteries that are the proper height and alignment. Target level for 2008 is 90%.
VA Performance Measure 4.5.3	Service Delivery Measure-National Shrine Commitment: Percent of headstones, markers, and niche covers that are clean and free of debris or objectionable accumulations. Target level for 2008 is 90%.

1.2.5. Service Accessibility

Availability of products and services to customers and the extent of self service options and automation.

1.2.5.1. Access

NA

Links to Z16 (listed alphabetically)	
Name	Description

VA Performance Measure 1.2.12	Service Delivery Measure-C&P: Percent of blocked calls. Target levels for 2004 and 2008 are 3% and 2%, respectively.
VA Performance Measure 1.4.6	Service Delivery Measure-C&P: Percent of blocked calls. Target levels for 2004 and 2008 are 3% and 2%, respectively.
VA Performance Measure 3.2.8	Service Delivery Measure-C&P: Percent of blocked calls. Target levels for 2004 and 2008 are 3% and 2%, respectively.
VA Performance Measure 3.3.8	Service Delivery Measure-Telephone: Blocked call rate. Target levels for 2004 and 2008 are 2% and 1%, respectively.

1.2.5.2. Availability

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 1.2.13	Service Delivery Measure-C&P: Percent of abandoned calls. Target levels for 2004 and 2008 are 3% and 3%, respectively.
VA Performance Measure 1.4.7	Service Delivery Measure-C&P: Percent of abandoned calls. Target levels for 2004 and 2008 are 3% and 3%, respectively.
VA Performance Measure 3.2.9	Service Delivery Measure-C&P: Percent of abandoned calls. Target levels for 2004 and 2008 are 3% and 3%, respectively.
VA Performance Measure 3.3.1	Outcome Measure-S-DVI: Percent of veterans that report they are ensured that service connected disabilities will not prevent them from obtaining a reasonable amount of life insurance at standard premium rates for a reasonable time period following release from service and establishment of service-connected disability. Target level for 2008 is

	100%.
VA Performance Measure 3.3.2	Outcome Measure-SGLI: Percent who report that insurance coverage and conversion privileges unaffected by military service, are available to service members and are comparable to group life insurance offered by large-scale employers to their employees and their families. Target level for 2008 is 100%.
VA Performance Measure 3.3.3	Outcome Measure-VGLI: Percent who reported that term insurance is available to separating service members that is comparable to what a healthy individual could obtain in the commercial insurance market. Target level for 2008 is 100%.
VA Performance Measure 3.3.4	Outcome Measure-VMLI: Percent of veterans with severe service-connected disabilities who state they can purchase mortgage life insurance comparable to that offered by commercial companies to healthy individuals. Target level for 2008 is 100%.

1.2.5.3. Automation

NA

1.2.5.4. Integration

NA

1.3. Process and Activities

Capture the outputs that are the direct result of the process that an IT initiative supports.

1.3.1. Financial

Achieving financial measures, direct and indirect total and per unit costs of producing products and services, and costs saved or avoided.

1.3.1.1. Financial Management

NA

1.3.1.2. Costs

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 1.3.5	Outcome Measure-Vocational Rehabilitation and Employment: Average cost of placing participant in employment. (Target values for 2004 and 2008 have not yet been set)

1.3.1.3. Planning

NA

1.3.1.4. Savings and Cost Avoidance

NA

1.3.2. Productivity and Efficiency

The amount of work accomplished per relevant units of time and resources applied.

1.3.2.1. Productivity

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 3.1.10	Service Delivery Measure-Access and Service Delivery: Average number of appointments per year per FTE. The target level for 2004 is 2,824 and no target has been set for 2008.

1.3.2.2. Efficiency

NA

Links to Z16 (listed alphabetically)

Name	Description
VA Performance Measure 2.2.1	Outcome Measure-Education Program Usage Rate: MGIB Usage Rate. Target levels for 2004 and 2008 are 60% and 70%, respectively.
VA Performance Measure 3.1.1	Outcome Measure-Clinical Practice Guidelines Index: Improve Performance on Clinical Practice Guidelines Index. Target levels for 2004 and 2008 are 78% and 82%, respectively.

1.3.3. Cycle Time and Timeliness

The time required to produce products or services.

1.3.3.1. Cycle Time

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 1.2.7	Service Delivery Measure-Speed: Average number of days to process rating-related actions. Target levels for 2004 and 2008 are 105 and 90, respectively.
VA Performance Measure 1.2.8	Service Delivery Measure-Speed: Appeals resolution time (average days /case). Target levels for 2004 and 2008 are 520 and 365, respectively.
VA Performance Measure 1.3.7	Service Delivery Measure-Speed: Number of days to notification of entitlement. Target levels for 2004 and 2008 are 60 days and 60 days, respectively.
VA Performance Measure 1.4.3	Service Delivery Measure-Speed: Average number of days to process rating-related actions. Target levels for 2004 and 2008 are 105 days and 90 days, respectively.
VA Performance Measure 2.2.4	Service Delivery Measure-Speed: Number of days to process original claims. Target levels for 2004 and 2008 are 27 days and 10 days, respectively.

VA Performance Measure 2.2.5	Service Delivery Measure-Speed: Number of days to process supplemental claims. Target levels for 2004 and 2008 are 12 days and 7 days, respectively.
VA Performance Measure 3.1.8	Service Delivery Measure-Access and Service Delivery: Average waiting time for next available appointment in primary care clinics. Target levels for 2004 and 2008 are 34 days and 30 days, respectively.
VA Performance Measure 3.1.9	Service Delivery Measure-Access and Service Delivery: Average waiting time for next available appointment in specialty clinics. Target levels for 2004 and 2008 are 30 days and 30 days, respectively.
VA Performance Measure 3.3.7	Service Delivery Measure-Speed: Average number of days to process disbursements. Target levels for 2004 and 2008 are 2.7 days and 2.7 days, respectively.

1.3.3.2. Timeliness

NA

1.3.4. Quality

Error rates and complaints related to products or services.

1.3.4.1. Errors

NA

1.3.4.2. Complaints

NA

1.3.5. Security and Privacy

The extent to which security is improved and privacy addressed.

1.3.5.1. Security

NA

1.3.5.2. Privacy

NA

1.3.6. Management and Innovation

Management policies and procedures, compliance with applicable requirements, capabilities in risk mitigation, knowledge management, and continuous improvement.

1.3.6.1. Participation

NA

1.3.6.2. Policies

NA

1.3.6.3. Compliance

NA

1.3.6.4. Risk

NA

1.3.6.5. Knowledge Management

NA

1.3.6.6. Innovation and Improvement

NA

1.4. Technology

Capture key elements of performance that directly relate to the IT initiative.

1.4.1. Financial

Technology-related costs and costs avoided through reducing or eliminating IT redundancies.

1.4.1.1. Overall Costs

NA

1.4.1.2. Licensing Costs

NA

1.4.1.3. Support Costs

NA

1.4.1.4. Operations and Maintenance Costs

NA

1.4.1.5. Training and User Costs

NA

1.4.2. Quality

The extent to which technology satisfies functionality or capability requirements or best practices, and complies with standards.

1.4.2.1. Functionality

NA

1.4.2.2. IT Composition

NA

1.4.2.3. Compliance and Deviations

NA

1.4.3. Efficiency

System or application performance in terms of response time, interoperability, user accessibility, and improvement in technical capabilities or characteristics.

1.4.3.1. Response Time

NA

1.4.3.2. Interoperability

NA

1.4.3.3. Accessibility

NA

1.4.3.4. Load levels

NA

1.4.3.5. Improvement

NA

1.4.4. Information and Data

Data or information sharing, standardization, reliability and quality, and storage capacity.

1.4.4.1. External Data Sharing

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure 2.1.3	Service Delivery Measure-Health Information: Percent of VA Medical Centers that provide electronic access to health information provided by DoD on separated servicepersons. Target levels for 2004 and 2007 are 90% and 100%, respectively.

1.4.4.2. Data Standardization or Tagging

NA

1.4.4.3. Internal Data Sharing

NA

Links to Z16 (listed alphabetically)

Name	Description
VA Performance Measure 2.1.3	Service Delivery Measure-Health Information: Percent of VA Medical Centers that provide electronic access to health information provided by DoD on separated servicepersons. Target levels for 2004 and 2007 are 90% and 100%, respectively.

1.4.4.4. Data Reliability and Quality

NA

1.4.4.5. Data Storage

NA

1.4.5. Reliability and Availability

System or application capacity, availability to users, and system or application failures.

1.4.5.1. Availability

NA

1.4.5.2. Reliability

NA

1.4.6. Effectiveness

Extent to which users are satisfied with the relevant application or system, whether it meets user requirements, and its impact on the performance of the process(es) it enables and the customer or mission results to which it contributes.

1.4.6.1. User Satisfaction

NA

1.4.6.2. User Requirements

NA

1.4.6.3. IT Contribution to Process, Customer, or Mission

NA

Links to Z16 (listed alphabetically)	
Name	Description
VA Performance Measure E-3.1	Outcome Measure-Enterprise Architecture for Veteran-Centric Service: Number of business lines transformed to achieve a secure veteran-centric delivery process that would enable veterans and their families to register and update information, submit claims or inquiries, and obtain status. Target levels for 2004 and 2008 are two and eight, respectively.