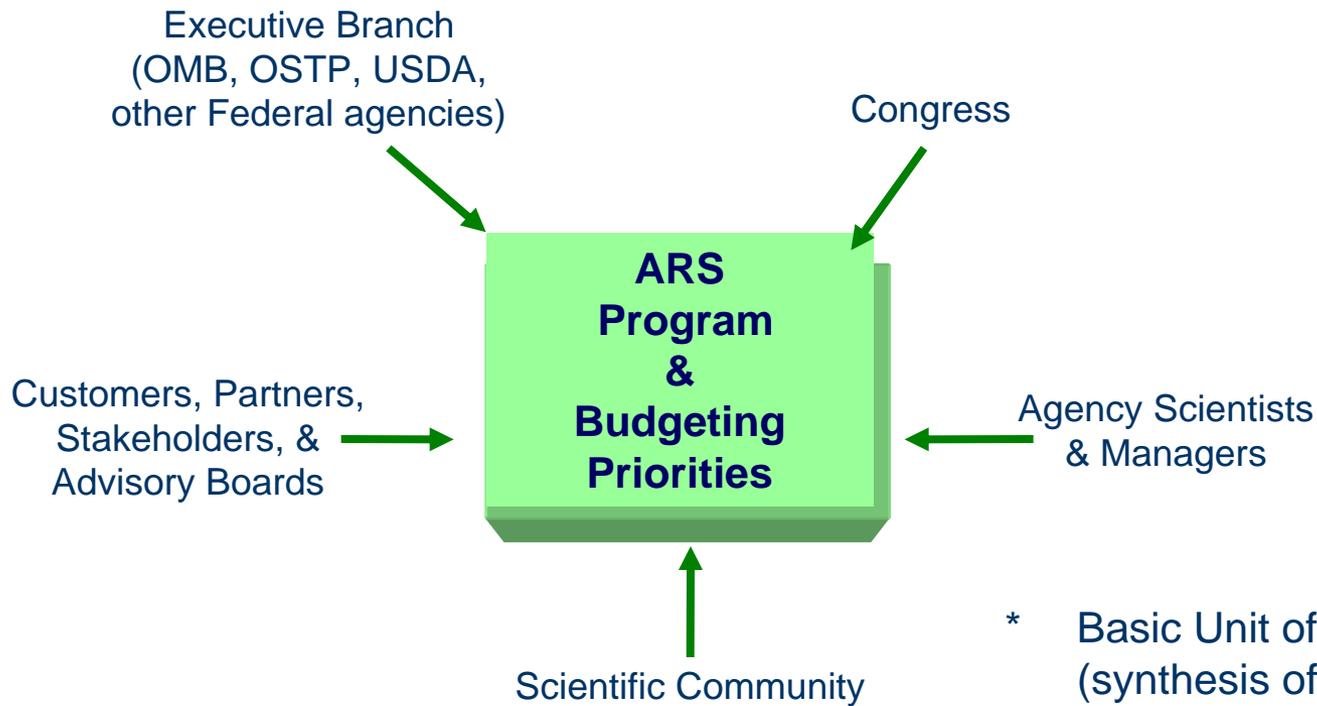

Review of ARS program planning cycle

Sharon Drumm



Sources of Input to ARS Research Program Planning and Priority Setting Process*



* Basic Unit of relevance planning (synthesis of inputs to determine priorities) is a National Program each of which is made up of multiple research projects that contribute in a coordinated and complementary way to achievement of 5-year objectives



Uses of Economic Assessment

- Management – help us allocate resources strategically
- Accountability – help us manage performance and tell our story



Performance Management

- Budget exhibits (both *a priori* measures and *ex post*)
- GPRA
- PART: portfolio review
- PART: improvement plans
- President's Management Agenda
R&D criteria – budget and performance integration

Communication

- News feeds
- Correspondence
- Feature stories
- Scientific accomplishments for Administration
- Congressional Reports

Internal Management of Programs

- Strategic Plan
- Budget formulation
- National Program Action Plans (*a priori*)
- National Program annual reports
- Retrospective National Program reviews

Performance of Projects

- Project Plan milestones (for peer review) (*a priori*)
- Project Plan annual reports
- Strategic Research Management
Planning ranking of each MU on R&D investment criteria

Individual Performance

- Personnel performance measures
- Scientific performance management (RPES), Senior Scientist, and Senior Program Leader panels



Performance Management

- Budget exhibits (both *a priori* measures and *ex post*)
- GPRA
- PART: portfolio review
- PART: improvement plans
- President's Management Agenda R&D criteria – budget and performance integration

Audience

- Administration
- Congress
- Public?

Internal Management of Programs

- Strategic Plan
- Budget formulation
- National Program Action Plan (*a priori*)
- National Program annual reports
- Retrospective National Program reviews

Audience

- Managers
- Scientists
- C/S/P
- Public?

Performance of Projects

- Project Plan milestones (for peer review) (*a priori*)
- Project Plan annual reports

Audience

- Managers

Communication

- News feeds
- Feature stories
- Scientific accomplishments for Administration
- Congressional Reports

Audience

- Administration
- Congress
- C/S/P
- Public

Individual Performance

- Personnel performance measures
- Scientific performance management (RPES), Senior Scientist, and Senior Program Leader panels

Audience

- Administration
- Managers



Performance Management

- Budget exhibits (both *a priori* measures and *ex post*)
- GPRA
- PART: portfolio review
- PART: improvement plans
- President's Management Agenda R&D criteria – budget and performance integration

Specs

- Both *a priori* and *ex post*
- Aggregate level or aggregated data
- Output and outcomes

Internal Management of Programs

- Strategic Plan
- Budget formulation
- National Program Action Plans (*a priori*)
- National Program annual reports
- Retrospective National Program reviews

Specs

- Both *a priori* and *ex post*
- Aggregate level
- Outcomes

Performance of Projects

- Project Plan milestones (for peer review) (*a priori*)
- Project Plan annual reports

Specs

- Both *a priori* and *ex post*
- Project level
- Outcomes

Communication

- News feeds
- Feature stories
- Scientific accomplishments for Administration
- Congressional Reports

Specs

- *Ex post*
- Project level
- Outcomes

Individual Performance

- Personnel performance measures
- Scientific performance management (RPES), Senior Scientist, and Senior Program Leader panels

Specs

- Mostly *ex post*
- Project level; aggregate level for SL
- Outcomes



What a MESS!



What We Need

- Institutionalization of economic analysis
- Efficacious project and program performance measures
- Integrated or multiple use data points
- Re-tooled data collection and data mining capabilities

- In short, a performance management SYSTEM or MODEL that includes economic assessment where feasible, applicable, and useful



Sine Qua Non

- Useful; not a check box
- Simple
- Toolbox for what we can do on our own (milestone formulation?); aggregate and project level
- Culture change – fear dispersal – benefits to individual and ARS, the public

