

Case Study Development

This case study was developed through a series of interviews and reviews of documents related to the development of performance measures. Interviews of staff who were instrumental to the development and implementation of EIA's performance measures were conducted onsite at EIA. The key staff interviewed included:

Administrator Jay Hakes
Deputy Administrator Larry Pettis
Nancy Kirkendall
Theresa Hallquist
Lynda Carlson
Paul Staller
Colleen Blessing
Bruce Dwyer
John Weiner
Bill Dorsey

After the initial interviews and reviews of documents gathered, a detailed outline of the case study was produced and submitted to EIA for comments. This was followed by an initial draft of the case study which was submitted to and distributed within EIA. Follow-up interviews were then conducted to clarify and obtain additional information.

Throughout these interviews, many documents were gathered which provided background and statistical information useful for the case study. Documents reviewed included, but were not limited to:

- *Organizational Performance Measurement in the Energy Information Administration*, March 3, 1996 Draft by Nancy Kirkendall
- EIA FY 1996 Annual Performance Plan
- 1996 Pilot Project Performance Plan
- 1995 Pilot Project Performance Plan
- 1994 Pilot Project Performance Report
- *Customer Service Plan for the Energy Information Administration*, August 25, 1994, Colleen Blessing
- EIA 1995-96 Strategic Plan

Several iterations of the case study were submitted to both EIA and the Office of Management and Budget. Price Waterhouse worked closely with EIA staff to respond to OMB's comments and questions, develop more useful exhibits, and produce this final case study.

Because EIA has been implementing performance measures for only a year, the results described in the case study are not extensive and may differ from EIA's ultimate results. Through the development of the case study, however, we identified lessons which may prove useful to other agencies as they begin to develop their own performance measures.