

FEDERAL PRODUCTIVITY

METHODS MEASUREMENTS RESULTS

A STAFF STUDY TO DETERMINE
THE FEASIBILITY OF DEVELOPING
PRODUCTIVITY INDICES FOR THE
FEDERAL SECTOR

PREPARED FOR:
JOINT OMB, CSC, GAO PROJECT.

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Preface

This staff paper describes the work and results of an attempt to develop productivity and related indices for the civilian employees in the executive branch of the Federal Government. Hopefully the present study can link past and future Federal productivity measurement and can provide the basis for ongoing and expanded measurement.

The results of this and other important studies are summarized in a joint Civil Service Commission (CSC), General Accounting Office (GAO), and Office of Management and Budget (OMB) team report entitled "Measuring and Enhancing Productivity in the Federal Sector," June 1972.

Overall policy for the project was set by a steering committee composed of representatives from CSC, GAO, and OMB. Interim progress reports were submitted to the steering committee by a joint team which was responsible for overall guidance and direction of the project. The project team performed the day-to-day affairs and activities of the study.

The project team included a project leader from GAO, two full-time employees from the Bureau of Labor Statistics (BLS) (Office of Productivity and Technology), and a part-time representative from the Department of Defense. Half-way through the study a second employee from GAO joined the team. At various times throughout the study, advice and opinions were sought from several consultants and from an advisory panel composed of representatives from six of the agencies participating in the study.

Each participating department or agency contributed substantially to the measurement effort. Participation was voluntary and generally outstanding. One organization that originally was not contacted to participate in the study voluntarily contributed data on all of its activities. The team has made every effort to work informally with the various agency principals to accomplish all necessary tasks in the least amount of time and to insure successful completion of the project.

The project team is deeply grateful to the many individuals whose contributions made this effort possible, especially to Mr. Thomas D. Morris, Assistant Comptroller General, GAO.

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CHAPTER I

NEED AND EFFORTS TO MEASURE PRODUCTIVITY

IN THE FEDERAL SECTOR

"Productivity" can be broadly defined as the ratio between the units produced or services provided by an organizational unit (output) and the resources consumed in its production (input) during a specified period of time. A productivity index measures the efficiency of the producing organization over a period of time by comparing the current output-input ratio to that of a previous base period.

Most Federal agencies accumulate in their management information systems quantitative data on the outputs and the related direct and indirect labor hours and compensation dollars (wages and fringe benefits) for at least a portion of their activities. Thus the input and output data necessary for measuring Federal productivity can be obtained from existing organizational records. Unfortunately the existing records in most agencies do not identify the capital expenses and other costs associated with each specific output. Consequently the productivity measures discussed in this report are limited to expressing outputs in terms of labor input rather than total factor inputs.

Productivity indices which are based on labor input measure the efficiency of manpower utilization. They reflect not only the contribution of labor to production but also the contribution and interaction of such factors as technological changes, use of productive capacity, managerial effectiveness, labor mix, flow of materials, labor-management relations, and the economic trade-off among the factors of production.

NEED FOR FEDERAL INDICATORS

Until the present project was initiated, no comprehensive effort had been made to construct productivity indices for the Federal sector. Lacking such data, planners and managers have had to assume constant productivity, or zero productivity change, for general government.¹ To the extent

¹The National Product Accounts separate the Federal Government into "General Government" and "Government Enterprises." These terms are defined in appropriate Department of Commerce publications.

that increases in output per man-hour have occurred in Federal, State, and local government, gains in real gross national product have been understated. Without some type of measurement for this sizable segment of the economy,¹ the national productivity figures are incomplete. Measurement of Federal productivity, and subsequently State and local government productivity, will give greater validity to the overall U.S. statistics as well as provide detailed knowledge of the efficiency of government operations.

With the quantification of Federal productivity, planners and managers will be able to better identify areas of operation that need improvement and to validate the projected results in those areas where improvements have been made. Productivity analyses can assist in identifying the need for additional investment and redirection of existing resources, and in determining future resource requirements. Productivity and related measures can provide information that is useful in analyzing the productivity of labor, future manpower requirements, and the inflationary impact of wage-rate changes.

The Federal Government's ability to operate efficiently can be partially indicated by the productivity of Government activities. Through such a measure public confidence in Government management may be increased. Another important goal of the present measurement effort is to encourage State and local government productivity measurement.

PREVIOUS EFFORTS TO DEVELOP PRODUCTIVITY INDICES

Although Government agencies made a few isolated efforts to measure the productivity of their entire organizations or operating units during the 1950s, no concerted effort was made until 1962. In 1962 OMB initiated a project to explore the feasibility and usefulness of productivity measurement in five Government organizations: the Postal Service in its entirety and one organizational element each from the Department of the Treasury, Veterans Administration, Federal Aviation Administration, and Department of the

¹The public sector of the economy employs approximately 16 percent of the employed population of the United States-- the Federal Government employs 3 percent, and State and local governments employ 13 percent.

Interior.¹ The study demonstrated that productivity measures could be prepared for four out of five of the pilot organizations and concluded that development of valid productivity measures was feasible for a considerable portion of Federal Government activities.

With the notable exception of work performed in the Postal Service, the Social Security Administration and the Federal Aviation Administration² very little additional work on productivity measurement occurred during the 1960s.³

BACKGROUND OF PRESENT EFFORT

In September 1970 Senator William Proxmire requested Elmer Staats, Comptroller General of the United States, to undertake a comprehensive evaluation of the possibilities for measuring productivity in the Federal sector of the economy. In his reply Mr. Staats proposed a joint effort among CSC, GAO, and OMB to identify the existence of available quantitative data and to plan a program to develop and utilize such data for the construction of productivity indices. Mr. Staats' proposal was accepted, and a joint team with representatives from the three central agencies was established.

In the initial phase of this joint effort, a Government-wide survey of the current usage of quantitative measurement systems was undertaken through questionnaires and personal discussions with officials of the 11 cabinet departments and six independent agencies.⁴ Results of the survey indicated

¹"Measuring Productivity of Federal Government Organization," Bureau of the Budget, 1964.

²"Measuring Productivity in the Federal Aviation Administration," June 1967.

³A brief history of the efforts to measure Federal productivity is included as appendix D of the joint team report entitled "Measuring and Enhancing Productivity in the Federal Sector."

⁴The six independent agencies include the Postal Service, National Aeronautics and Space Administration, Atomic Energy Commission, General Services Administration, Veterans Administration, and Securities and Exchange Commission.

that 50 percent of the civilian personnel employed by these agencies were covered by at least one of four categories of measurement: manpower planning, unit cost, work, and productivity. The high coverage of these measurement systems indicated that construction of productivity indices might be possible. Based on this evidence the joint team recommended that a productivity measurement task force be established with some technical assistance and manpower support from BLS to determine the feasibility of developing productivity indices for the Federal sector of the economy (Phase II). The joint team recommended also the initiation of several related projects covering such subjects as capital investment, program effectiveness, unit costs, and productivity incentives and/or disincentives. The findings, conclusions, and recommendations arising from the various projects were scheduled for presentation to Senator Proxmire by June 30, 1972.

The following pages discuss the project team's methods of measuring the productivity of the Federal sector and the results achieved.

CHAPTER II

MEASURING THE PRODUCTIVITY OF THE FEDERAL SECTOR

The current measurement effort was limited to the voluntary participation of 17 major departments or agencies and their organizational elements. This effort was initiated in September 1971 and extended through May 1972. Productivity measures were derived for all participants combined (the measured sample) and for functional and other classifications from these data.

The participants were informed that productivity indices for organizational units would not be disclosed without permission. This is the established practice of BLS in instances where data are collected directly from companies in the private sector. Since man-year coverage varied so widely among the participants, direct comparisons among agencies may not be valid or meaningful. Each agency is in the best position to use and to discuss its own productivity data.

APPROACH AND SCOPE

At the inception of the second phase, the project team recognized the practicality of undertaking the productivity study in two steps to insure the maximum degree of success. Step 1 tested the feasibility of constructing productivity indices for the Federal (civilian) executive branch and determined the methodology for constructing the final measures. Step 2 utilized the knowledge gained in step 1 to construct indices covering all measurable organizations.

During September and October 1971, each of the 17 participating agencies was asked to submit output and input data for one of its organizational elements for fiscal years 1958-71. A listing of these organizations is shown in exhibit II-1 on the following page. The input data was to consist of the man-years,¹ compensation (wage and fringe benefits), capital expenditures, contracting dollars, and other costs directly associated with each output type. In addition, each organization was asked to provide the total expenditures associated with nonmeasurable and administrative support activities. One agency was unable to provide any usable data.

¹Man-years as used throughout this report are defined as 2,080 hours per year.

List of Initial Agency and Organizational Element Participants

<u>Agency</u>	<u>Element</u>
Agriculture	Stabilization and Conservation Service
Atomic Energy	Oak Ridge Printing Plant
Commerce	Patent Office
Defense:	
Army	Anniston Depot
Air Force	San Antonio Air Materiel Area
Navy	North Island Aircraft Repair Base
Defense Supply	Total DSA
Government Services	Building Management
Health, Education and Welfare	Social Security
Housing and Urban Development	FHA Insurance
Interior	Geological Survey
Justice	Immigration and Naturalization
Labor	Employee Compensation
NASA	(Unable to Provide Usable Data)
Postal Service	Field Offices
State	Visa Office
Transportation	Air Traffic Service
Treasury	Engraving and Printing
Veterans Administration	Hospital Services
SEC	Total Agency

During the subsequent 2 months, the 16 data submissions¹ were reviewed by the project team; preliminary indices were constructed; and conclusions were presented to the advisory panel, joint team, and consultants. On the basis of 300,000 covered man-years, the team concluded that productivity and related measurements were feasible and that these measurements could be expanded to include approximately 1.2 million additional Federal civilian workers. However, due to the unavailability of data, especially for earlier years, and due to the time and manpower constraints imposed upon the study, future data requests were limited to fiscal years 1967-71. Only man-year and compensation inputs were requested since data on other than labor costs were not consistently available.

The second step began in January when nearly all departmental principals and representatives of the organizational elements providing data to the project attended one of two briefing sessions. During these meetings, the overall goals of the project and the results from step 1 were described, and the team's data requirements for step 2 were indicated. In addition, instructions on preparing each organization's data package were distributed. (See app. A.) The package included examples of data requirements and a timetable for various types of submissions.

The total submission for each organization consisted of four parts:

1. Output definitions describing the organization's mission and the activity, process, and unit of measurement for each output type.
2. Quantity data on outputs, man-years, and compensation.
3. Responses to seven support questions covering such matters as product mix, quality change, capital expenditures, and contracted outputs.
4. Explanations of the underlying causes of any productivity changes exceeding plus or minus five percent which occurred between consecutive years based on output per man-year or within the same year between output per man-year and output per deflated wage dollar. (This part was submitted after productivity

¹Toward the conclusion of step 2, an additional agency (the National Labor Relations Board) asked to participate and was included in the study.

measures were returned to each organization for review and comment.)

During April and May the team analyzed the data, constructed various indices, and presented results for review by appropriate panels and individuals.

NATURE OF THE FEDERAL WORKLOAD AND MEASURED SAMPLE

Range of Overall Activities

The project measurement efforts were limited to the activities of the executive branch. The magnitude of dollar expenditures and employment for the executive branch dwarf those for the legislative and judicial branches¹ and consequently offer the greatest opportunity for productivity analysis for the least investment of time and manpower.

The functions of the executive branch are performed by 11 cabinet departments and by numerous independent agencies through their bureaus, offices, and divisions. Each agency is responsible for accomplishing major programs involving such areas as education, manpower, income security, crime reduction, environment, and aid to State and local governments. These programs range from one-of-a-kind research to repetitive activities.

Within each agency, organizational units are assigned specific missions, established by statute or higher management direction, which cover such areas as administrative and management services, maintenance of Federal facilities and equipment, manufacturing, operation of facilities, and various processing activities. Many of the activities of these agencies remain relatively constant in terms of mission and specific tasks. However, in response to changing conditions and public attitudes, some functions are added while others are dropped or modified.

Description of the Measured Workload

Productivity measurement requires identification of discrete outputs for which associated inputs can be determined. The present measurement effort covered 605 discrete outputs, such as soil survey reports, contracts administered,

¹Civilian executive branch employment, for example, accounted for more than 99 percent of total Federal civilian full-time employees on June 30, 1971 (source: Civil Service Commission).

patent disposals, weather observations, requisitions processed, engine overhauls, claim review actions, and examinations completed. Appendix B lists the 605 outputs and their related activities by agency. These outputs were reported by 114 organizational elements which ranged in size from entire agencies to the various subdivisions of agencies. Examples are the Stabilization and Conservation Service, National Weather Service, Securities and Exchange Commission, and Southwestern Power Administration. Appendix C itemizes all participants by agency. Participating organizations submitted an average of five outputs, although the number ranged from 1 to 59. The number of usable outputs and additional information are shown in Exhibit II-2 below.

Exhibit II-2

Distribution of Outputs and Organizational
Elements by Agency--FY 1971

<u>Agency</u>	<u>Number of organiza- tional elements</u>	<u>Number of outputs</u>	<u>Average number of outputs per element</u>
Agriculture	14	85	6
AEC	1	5	5
Commerce	7	10	1
Defense:			
Air Force	4	29	7
Navy	7	27	4
Army	19	47	2
DSA	1	7	7
GSA	12	36	3
HEW	3	60	20
HUD	1	44	44
Interior	10	61	6
Justice	1	7	7
Labor	5	10	2
Postal Service	1	1	1
State	3	30	10
Transportation	4	8	2
Treasury	17	84	5
VA	2	18	9
SEC	1	32	32
NLRB	1	4	4
Total	<u>114</u>	<u>605</u>	<u>5</u>

Each participating organization submitted a description of its mission and the activity, process and/or objective, and output measure for each type of output (part 1 submission). Exhibit II-3 below provides an example of the output definitions for the Immigration and Naturalization Service. An expanded list of output definitions for each organization appears in appendix D. The definitions are limited to only those outputs covered by this study.

Example of Output Definitions for
an Organizational Element

Agency : Department of Justice
Element: Immigration and Naturalization Service
Mission: Administer and Enforce the Immigration and Naturalization
Act and Related Statutes

<u>Activity</u>	<u>Process/objective</u>	<u>Output measure</u>
1. Inspection for admission into the United States	Inspect persons applying for admission or re-entry into the U.S., facilitate the entry of those lawfully admissible and exclude those found inadmissible.	Inspections completed
2. Adjudications	Receive and process petitions for special benefits, e.g., extensions to stay and petitions to work.	Adjudications completed
3. Detention and deportation	Take into custody and expel aliens unlawfully in the U.S.	Aliens expelled
4. Naturalization	Encourage and facilitate the naturalization of applicants who meet the statutory requirements, and prevent the naturalization of persons not qualified for citizenship.	Naturalizations completed
5. Border patrol	Prevent the illegal entry of persons into the U.S. and apprehend any aliens who are successful in accomplishing illegal entry.	Deportable aliens located
6. Investigating aliens' status	Investigate violations of the Immigration and Naturalization Act.	Investigations completed
7. Immigration and naturalization records	Receive, record, file and produce documents of entry, departure and naturalization of aliens; maintain a registration record of all aliens who are in or who enter the U.S.	Index searches

Basic Data Characteristics

The characteristics among the 605 outputs measured in this study varied in terms of (1) volume per year, (2) time per output, (3) elapsed process time, (4) output mix, and (5) quality and functional change. These are shown together with examples in exhibit II-4 below.

EXHIBIT II-4

<u>Factor</u>	<u>Range</u>	<u>Example</u>
Volume per year	Few	Ship alteration
	Many	Mail delivery
Time per output	Man-hours	Aircraft flight service
	Man-years	Aircraft overhaul
Elapsed process time	Daily	Floors cleaned
	Annual	Patent disposal
Product mix	Consistent	Check processing
	Somewhat variable	Requisition processing
Quality	Stable	Currency manufacture
	Somewhat variable	Patient care

Awareness of these variations provides insights on both the quality and the interpretation of indices. For example, if the product mix changes substantially (e.g., when there is a shift from outputs requiring relatively little time and man-power to outputs requiring more effort), indices based on summary outputs--such as requisitions processed or cases reviewed--will not reflect accurate workload or productivity changes. In such instances, greater output detail--such as the types of requisitions processed or types of cases reviewed--should be used.

Extent of Project Coverage

Using fiscal year 1971 figures, the productivity and related measures developed in this study covered 1.56 million

man-years,¹ or about 56 percent of the civilian personnel employed by the 17 agencies. This is shown in exhibit II-5 below. It is estimated that, with additional investment of time and resources, at least another 100,000 man-years could be measured by extending coverage to those agencies which were not invited to participate during the present effort and to organizations which were unable to participate due to the lack of readily available data.

EXHIBIT II-5

Coverage by Participating Agencies
(Fiscal Year 1971)

<u>Participating agencies</u>	Total civilian man-years	Man-year coverage of indices	
	Number (000)	Man-years (000)	Percent of coverage
1. Agriculture	103.8	28.6	27.6
2. AEC	7.3	.2	2.7
3. Commerce	36.4	6.7	18.4
4. Department of Defense	1,215.2	388.1	32.0
5. GSA	38.7	28.9	74.7
6. HEW	115.5	67.4	58.4
7. HUD	16.8	9.5	56.5
8. Interior	69.2	30.0	43.4
9. Justice	40.5	6.9	17.0
10. Labor	11.2	5.1	45.5
11. Postal Service	723.6	723.6	100.0
12. State	25.1	1.4	5.6
13. Transportation (note a)	106.9	31.7	29.7
14. Treasury	98.0	77.7	79.3
15. VA	165.1	151.0	91.5
16. SEC	1.4	1.4	100.0
17. NLRB	2.2	2.2	100.0
Subtotal	2,776.9	1,560.4	56.2%
Nonparticipating agencies	143.4	0.0	0.0
Total	<u>2,920.3^b</u>	<u>1,560.4</u>	<u>53.4%</u>

^aAlso includes 37,300 Coast Guard uniformed personnel of which 19,600 are covered in this sample.

^bThe 17 participating agencies represent 95.0 percent of the total man-years in the executive branch.

Source: Man-years and Personnel Costs, Executive Branch, Fiscal Year 1971. (Based on OMB Circular A-93.)

¹An additional 56,700 military man-years were used to develop the productivity indices since the military-produced outputs could not be separated from the overall output data submitted by the affected organizations. However, in stating the man-year coverage of the project only the civilian man-years are included.

Classification Structure

Indices of output per man-year and other measures have been constructed for various output combinations. The measured workload was classified by organizational elements into three broad functional activities of government, seven sub-functional activities, and three pay-system categories. When an organization could be classified in more than one functional activity and in more than one pay system, the activity and pay system associated with the largest number of reported man-years determined its classification. Indices also were computed for the measured sample and for the measured sample adjusted to the level of the total Federal executive branch.

Each of the three major functional groupings--public services, support services, and industrial activities--were divided into at least two subfunctional groups. For an itemized list of the 114 participating elements by functional and subfunctional classifications, see appendix E. The distribution of organizations, output measures, and covered man-years by function and subfunction is shown in exhibit II-6 below.

EXHIBIT II-6

Distribution of Organizations, Output Measures and Man-Years by Functional and Subfunctional Classifications, Fiscal Year 1971

<u>Classification</u>	<u>Organizational elements</u>		<u>Output measures</u>		<u>Man-years covered</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
<u>Public Services</u>	(57)	(50.0)	(387)	(63.9)	(1,150,499)	(73.7)
Operating facilities	18	15.8	83	13.7	954,565	61.2
Processing activities	39	34.2	304	50.2	195,934	12.5
<u>Internal Support Services</u>	(41)	(36.0)	(143)	(23.7)	(288,421)	(18.5)
Management	15	13.2	69	11.4	39,633	2.5
Procurement/supply	16	14.0	53	8.8	157,307	10.1
Maintenance	10	8.8	21	3.5	91,481	5.9
<u>Industrial Activities</u>	(16)	(14.0)	(75)	(12.4)	(121,673)	(7.8)
Major overhaul/repair	5	4.4	39	6.4	102,669	6.6
Manufacturing	11	9.6	36	6.0	19,004	1.2
Grand total	114	100.0%	605	100.0%	1,560,593	100.0%

Public services were defined as process-oriented activities directly benefiting the general public. One-half of the organizational elements and nearly three-quarters of the man-years measured in fiscal year 1971 were classified in this function. Public services were

further subdivided into operation of facilities to provide public benefits (e.g., hospitals, parks, schools, and post offices) and processing activities to provide economic assistance and protection through Federally-operated or Federally-supported programs (e.g., grants and loans, operation of social insurance programs, and enforcement of tax and custom laws).

Support services were defined as activities performed internally by Government that are necessary for the overall accomplishment of agency missions. Approximately 20 percent of the fiscal year 1971 covered man-years was associated with this major activity. Support services were divided into three subfunctions: (1) management activities (e.g., finance and personnel), (2) procurement and supply (including distribution) activities, and (3) maintenance of Federal property (e.g., buildings, military bases, and equipment).

Industrial activities were defined as activities producing or modifying a physical product having some uniqueness of function or design either for internal use by Government or for public use. Sixteen organizational units producing 75 outputs were classified in this major function. Industrial activities were further subdivided into manufacturing operations (e.g., generating electricity, fish hatcheries, ordnance, printing stamps and currency, and minting coins) and major overhaul and repair (e.g., ships, aircraft, and tanks).

Exhibit II-7 below shows the number of organizational elements by agency classified in each major functional category.

EXHIBIT II-7

Distribution of Organizational Elements by Function--Fiscal Year 1971

	<u>Public services</u>	<u>Support services</u>	<u>Industrial activities</u>	<u>Total</u>
Agriculture	13	-	1	14
AEC	-	-	1	1
Commerce	5	1	1	7
Defense:				
Air Force	-	3	1	4
Navy	-	4	3	7
Army	-	13	2	19
DSA	-	1	-	1
GSA	-	12	-	12
HEW	3	-	-	3
HUD	1	-	-	1
Interior	4	1	5	10
Justice	1	-	-	1
Labor	5	-	-	5
Postal Service	1	-	-	1
State	1	2	-	3
Transportation	4	-	-	4
Treasury	11	4	2	17
VA	2	-	-	2
SEC	1	-	-	1
NLRB	1	-	-	1
Total	<u>57</u>	<u>41</u>	<u>16</u>	<u>114</u>

Each organization was classified into one of three major pay systems: general schedule, wage board, and Postal Service. (See app. F.) There were a few instances where some of the man-years for an organization fell under another pay system. Since the exact number of such man-years usually could not be determined, these man-years were added to the same pay system as the remaining man-years within the organization--in each case to general schedule.

METHODOLOGY

Data Base

Productivity and other indices were developed from output, man-year, and personnel compensation data. As mentioned previously, such non-labor costs as capital investment were not considered in the present measurement effort primarily because adequate data were not available. Data submissions were developed from information in existing measurement systems since time and manpower constraints prohibited generation of new information.

Output Selection Criteria

Outputs were selected for inclusion in the measured sample when they met certain criteria. For each organizational element, output measures had to be (1) mutually exclusive, (2) mission oriented, (3) definable, (4) representative of the work performed, and (5) repetitive and reasonably uniform overtime. When uniformity changed substantially, i.e., when product quality or functional content varied, the output was not selected.¹ Outputs produced by outside contractors were not included in the study.

Final outputs which were public benefit oriented were preferred. However, where such final outputs were not available, intermediate outputs contributing to the final output were used.

Construction of Indices

As data were submitted to the project team, they were reviewed for completeness and usability. If acceptable, the

¹Theoretically, if the values of these changes could be quantified, the outputs--adjusted to reflect such changes--could be used. However, data for such adjustments were not available or were not readily available.

data were coded for keypunching. Computer programs were prepared which (1) listed all data inputs, (2) calculated output weights and weighted outputs, (3) constructed productivity and related indices for each element, and (4) summarized data by agency, major functional activities, and grand total. The program did not incorporate a linking adjustment for new elements as they were added to the system after fiscal year 1967.¹ Data were linked manually instead. A functional flow diagram of the computer program is presented in appendix G. Some examples of the computer-generated reports are shown in appendix H.

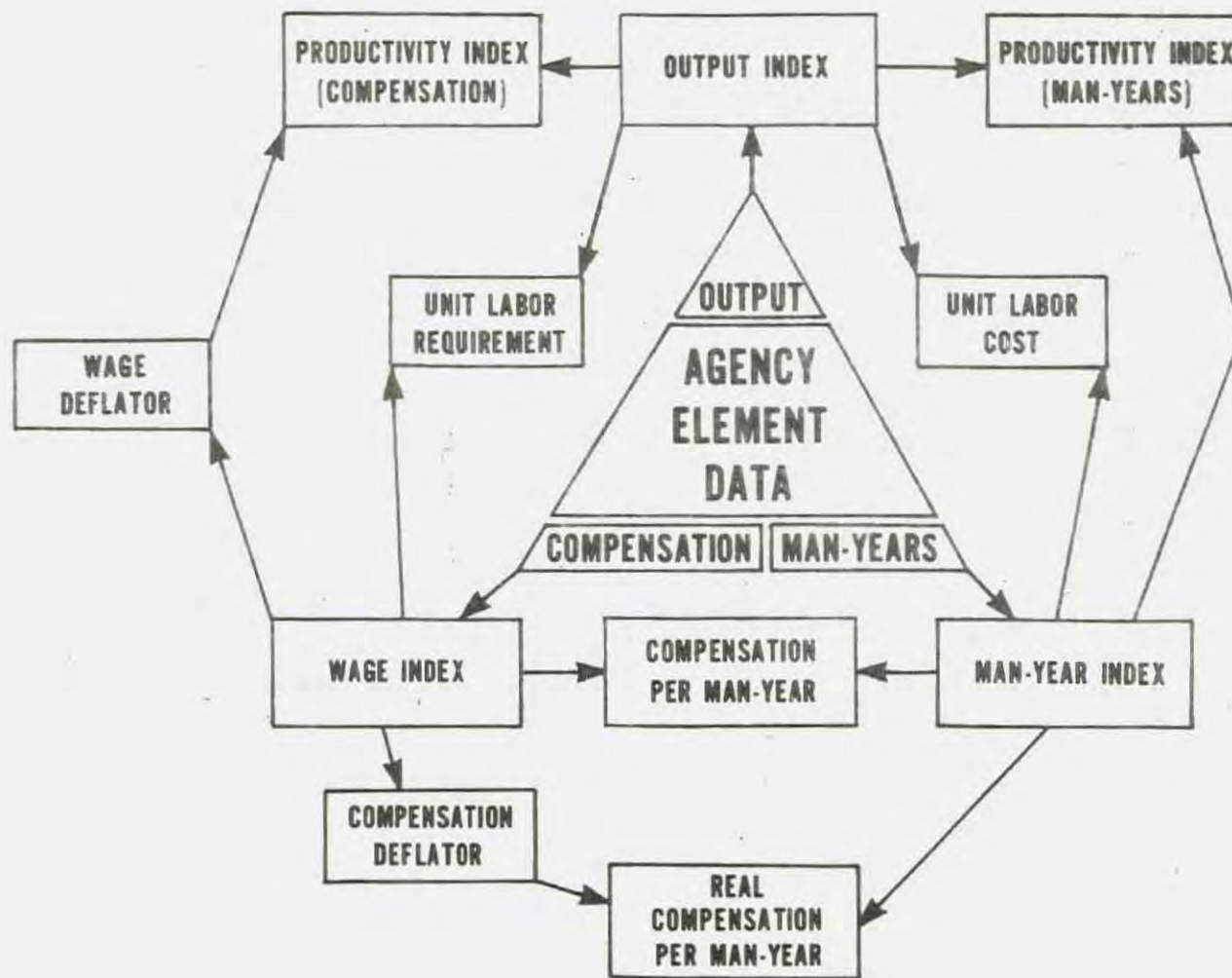
The computed indices included:

- output
- man-years
- compensation
- deflated compensation
- real compensation
- man-year productivity
- deflated compensation productivity
- compensation per man-year
- real compensation per man-year
- unit labor costs
- unit labor requirements
- "real" unit labor costs

A pictorial representation of the computation of these indices is shown in exhibit II-8 on the following page. A detailed technical note in appendix I defines each index and describes index construction, linking adjustments, and sample size adjustments; it also includes examples of productivity index computations.

¹For a detailed discussion on linking adjustments, refer to the technical note (app. I).

DIAGRAM OF PRODUCTIVITY AND RELATED INDEX CONSTRUCTION



CHAPTER III

ANALYZING DATA OF THE MEASURED SAMPLE

The purpose of this chapter is to discuss the composition of the measured sample. Specifically, this chapter covers the (1) quality and applicability of agency data submissions, (2) basic characteristics of organization index trends, and (3) representativeness of the output measures.

QUALITY OF DATA SUBMISSIONS

Completeness of Data Submissions

Data requested from the participating organizations consisted of output quantities and the corresponding man-years and personnel compensation costs (including fringe benefits). In addition, man-years associated with nonmeasurable and administrative or indirect support activities was requested. The data generally covered each year from fiscal years 1967 through 1971. In some instances the data were not available for the full 5-year period because either information was not being accumulated or the outputs were not being produced. Of a possible 570 element-years (114 organizational elements multiplied by 5 years) data for 525 were submitted.

Correctness of Data Submissions

Data submitted by the organizations were generally available from existing information systems. Most often the data were reviewed internally within the agency before submission to the project team. The project team did not attempt to verify the data. A review of the reasonableness of each organization's data was made before it was included in the overall data bank. In addition, detailed sets of indices were constructed for each organization and when these indices seemed unreasonable, explanations were sought from the supporting information furnished by the organizations on the qualitative characteristics of the data (discussed below). When this did not suffice, organization principals were asked to provide additional support information to validate their data submission. The data submissions were further checked by comparing the computed indices based on man-years with those based on constant dollar compensation. Explanations were requested from each organization when the two indices differed by more than 5 percent for any year.

Data Not Utilized

Not all the data submitted to the project team were used in developing productivity indices. A total of 27 submissions were rejected, which represented 58,000 man-years in fiscal year 1971. Data were not used when (1) input or output measurements were inadequate; e.g., when a single input was reported with multiple workloads and when man-year quantities were miniscule, (2) output measures were poor indicators and were nonrepresentative of workloads, (3) activities were performed primarily by military personnel, and (4) productivity indices exhibited erratic and extreme fluctuations.

Characteristics of Support Data

In addition to submitting the input and output data, organizations were asked to submit support data. (See app. A, pt. 3.) The purpose was to learn more about the behavioral pattern of the outputs in terms of variability of product mix, quality, capital expenditure, nonmeasured outputs, and contractor-supported outputs. The following discussion is representative of some of the support data responses and is provided primarily to give the reader more understanding of output patterns. No attempt was made to statistically analyze these results. However, individual review and corrective action was taken by the project team when indicated. Detailed responses were received from more than four-fifths of the participating organizations.

Product Mix

Since many outputs were collected on a summary level (e.g., "requisitions processed" and "aircraft overhauled"), the average production time could vary if the underlying output mix varied over a period of time (e.g., if production shifted among the various types of requisitions processed or types of aircraft overhauled). Question 1 attempted to address this issue by asking for the typical low and high time required to produce one unit of output. A narrow time range indicates that the labor required to produce each output being measured was relatively constant within a given year and that the effects of a shift in output mix would be minimal. A wide range indicates that the labor requirements were different. This presents a problem only if the product mix changed over a period of time; i.e., if outputs shifted from those requiring little effort to produce to those requiring greater effort. Fortunately, most outputs had a relatively narrow range. For example, "making forecasts" varied from a low of 35 per man-year to 42 per man-year and "examinations conducted" ranged from 185 to 208 per man-year.

For the limited number of outputs which showed wide ranges in production time, an evaluation of the usefulness of the data was made by the project team using explanations provided by the organizations. When the underlying mix problems could not be satisfactorily reconciled, the data were not used.

Total Elapsed Time

Question 2 asked for the total elapsed time (cycle time) required to produce a unit of output. When the total required time exceeds 1 year, an adjustment (such as the measurement of fractional units of work completed) may be necessary to reflect true annual production and to prevent wide fluctuations in an annual productivity index.¹ Similarly, when the production time extends over several months, an inventory adjustment for the difference between beginning and end of year work in process may be required.

When the cycle time extended beyond 1 year, a number of organizations adjusted the data before submitting them to the project team. In other instances, when it was believed that distortions would be minimal, outputs with long cycle times were added to the sample without adjustment. However, in one case the potential output was not included in the sample because cycle time extended beyond 1 year and data necessary for adjustments were not available. No inventory adjustments appeared to be necessary for those outputs having a processing time of several months, but a more detailed analysis of the extent and need for such adjustments should be made in the future.

Quality Change

Question 3 requested organizations to describe and date any changes in output quality or function occurring during the 5-year period. The replies identified only a few outputs as having become more comprehensive or otherwise modified in quality. These reported changes were evaluated, but no adjustments were made because sufficient quantitative data were not available. Many changes appeared to be

¹For example, if 2 years were required to produce 20 outputs, the work completed in each year should be counted. It is not correct to attribute the entire output only to the efforts expended in the second year. If, however, the quantity of outputs is large and relatively constant, the errors introduced by not adjusting the output tend to be minimal.

relatively minor and very likely did not affect the productivity indices. However, some social programs seemed to show a small but continuous increase in the time per unit. If this increase were attributable to increased quality, the productivity would be understated.

The nature of such changes varied among those organizations reporting affirmatively. One organization reported that the quality of its output had improved when local people and other organizations were more involved in exploring problems and needs and in making decisions. A second organization indicated that certain types of forecasts had been eliminated without loss of benefits in its overall forecast program; i.e., the quality was maintained with a reduction of input. Another organization reported that its sales order processing had been improved by (1) developing a simplified order-processing system, (2) establishing a standard price line, (3) installing an automated order-processing system to speed the manual system, and (4) starting full automation in its inventory control system.

Capital Expenditures

Question 4 asked for identification of major capital expenditures and their impact on outputs. This information was used in analyzing productivity trends. Twenty organizations identified major capital investments, most of which were principally for computers or for other equipment for data handling or data processing. Capital expenditures included purchases of new facilities and additional plants.

The investment typically had a favorable impact on each organization's productivity after a short timelag. A number of organizations referred to specific investments as explanations for large productivity advances. For example, one organization replied:

"1969-1970--the productivity index by man-years rose 8.4 percent. This increase in efficiency resulted from the operation of the automated system."

In this example an investment had been made in automated sensing equipment.

Another organization cited the installation of an automated system in 1969 as the major source of an 8.7 percent and a 16.9 percent productivity increase in 1969 and 1970, respectively. Several organizations did not tie productivity advances directly to specific items of capital equipment but did mention capital investment as one factor contributing to

their productivity improvement. In another case, investment in a new automated payroll system did not increase productivity but produced instead a highly significant increase in output quality.

Nonmeasurable Outputs¹

In an attempt to develop indices covering an entire organization, each organization was requested to provide the number of man-years related to nonmeasurable activities and administrative support functions, as well as the man-years related directly to measured outputs. In addition, question 5 asked the organizations to describe their nonmeasurable activities. Those responding listed many varied types of activities and functions which they could not measure. Some outputs mentioned as nonmeasurable by one organization were measured by others. The most frequently identified nonmeasurable activities were research and management.

In computing the man-year indices, the reported man-years associated with nonmeasurable outputs and administrative support were added to the man-years of the measured outputs. In some instances, however, man-years for nonmeasurable activities and administrative support were not reported. The number of such man-years reported for fiscal year 1971 was 133,000, or about 8 percent of the total man-years.

Data Sources

Question 6 asked for the sources of output, man-year, and personnel compensation data. Respondents replied that data generally were extracted from management information system reports and from budget documents. For example, one organization stated:

"Output count is derived from our normal management information reports. Direct man-years are the actual direct total of processing time reported through time and attendance records by field and Washington employees. Dollar figures are actual expenditures during the fiscal year."

Contractor-supported Outputs

Question 7 asked for identification of output quantities submitted to the project team which had been produced

¹Outputs which have not been or cannot be quantified but for which man-years and compensation are known.

by contractors. This question is relevant because, in developing indices for the civilian employees of the Federal executive branch, the project team did not want to include any contractor-produced outputs.

Only two organizations identified outputs that had been produced by contractors. In both instances, the organizations administered the contractors' efforts and the contractor-produced outputs were used to indicate the outputs for those Government employees that administered the contractors' efforts. The man-years used were those of the Government employees.

TREND VARIATIONS OF ORGANIZATION PRODUCTIVITY INDICES

Median and Modal Analysis

To assess the change in output per man-year, a frequency table was prepared. The productivity indices for each organizational element were classified in 5 percent cells for each fiscal year from 1968 through 1971. (See exhibit III-1.) Grouping and displaying the productivity indices in this manner tends to highlight certain population characteristics, such as the central tendency, the range of the observations, and the dispersion of the element values within the distribution.

The median value¹ in fiscal years 1968 and 1969 occurs in the 100 to 105 cell. The median value in the fiscal year 1970 distribution occurs in the 105 to 110 cell and in the 110 to 115 cell in fiscal year 1971. This indicates a continuous increase in the median value productivity index based on 92 organizations. In each instance, the modal cell² is the same as the cell containing the median value. This indicates a stable trend pattern.

¹The median value is the midpoint position, in this sample the 46th productivity index. This analysis involves 92 organizations for which complete data were available each year during fiscal years 1967 to 1971. Twenty-two organizations could not provide data for the complete time period. As each of the 22 organizations was added and the sample grew from 92 to 114 organizations, the possibility of any inflationary impact on productivity was eliminated through use of the linking procedure. (See app. I.)

²The mode is the cell containing the largest frequency of occurrences.

Frequency Table of Organizational Elements
Output Per Man-Year Indices
for Fiscal Years 1968 to 1971

Index value	Fiscal year							
	1968		1969		1970		1971	
	No.	Cum.	No.	Cum.	No.	Cum.	No.	Cum.
75 and under	2	2	2	2	5	5	8	8
75 to 80	2	4	3	5	-	5	-	8
80 to 85	2	6	4	9	2	7	7	15
85 to 90	5	11	3	12	4	11	2	17
90 to 95	8	19	6	18	6	17	5	22
95 to 100	16	35	8	26	6	23	6	28
100 to 105	24	59	20	46	12	35	6	34
105 to 110	15	74	12	58	12	47	9	43
110 to 115	3	77	8	66	11	58	12	55
115 to 120	9	86	5	71	7	65	8	63
120 to 125	3	89	4	75	7	72	6	69
125 to 130	2	91	6	81	3	75	5	74
130 to 135	-	91	6	87	4	79	2	76
135 to 140	-	91	-	87	5	84	3	79
140 to 145	-	91	-	87	-	84	3	82
145 to 150	1	92	3	90	3	87	2	84
150 and over	-	92	2	92	5	92	8	92
Total	<u>92</u>		<u>92</u>		<u>92</u>		<u>92</u>	

Notes:

1. Data for all years were available for the 92 elements included in the sample.
2. indicates the median value, in this sample, the 46th position.
3. indicates the modal value.
4. No. = number of indices for individual organizational elements having values within the indicated range.
5. Cum. = cumulative number of indices for individual organizational elements.

The movement of the central tendency of the organization productivity indices is summarized in exhibit III-2.

EXHIBIT III-2

Location of Average Output Per Man-Year Indices
Within the Range of 5 Percent Cells
Fiscal Years 1968 to 1971
 (Based on a Sample of 92 Organizations)

<u>Indices</u>	<u>Fiscal year</u>			
	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Median value	100 to 105	100 to 105	105 to 110	110 to 115
Modal value	100 to 105	100 to 105	100 to 105 105 to 110	110 to 115

Range Analysis of Extreme Index Values

An analysis was made to verify extreme index values. As shown in exhibit III-1, only two index values in the fiscal year 1968 distribution were below 75 and none were over 150. In the fiscal year 1971 distribution, eight values were below 75 and eight values were above 150. It is evident that wide swings in the individual indices can occur as the timespan increases. Organizations with productivity indices falling at the extreme ends of the distribution should be specifically reviewed to confirm the validity of their data submissions. A distribution of these extreme values by sub-functional classification is shown below.

EXHIBIT III

Distribution of Extreme Index Values
by Subfunctional Classification

<u>Activity</u>	<u>Number of fiscal year 1971</u> <u>productivity indices</u>	
	<u>75 and under</u>	<u>150 and over</u>
Public Services:		
Operating activities	1	
Processing activities	1	4
Total	<u>2</u>	<u>4</u>
Support Services:		
Management activities	1	
Procurement and supply	3	3
Maintenance activities	2	1
Total	<u>6</u>	<u>4</u>
Industrial Activities:		
Major overhaul and repair		
Manufacturing activities		
Total	<u>8</u>	<u>8</u>

Fiscal Year 1971 Productivity Indices of 75 or Less

Within the public services group, one organization explained that it had experienced a large productivity decline during the time period as a result of a quality increase (i.e., it performed more comprehensive services) which could not be quantified. The wide variance in productivity of the organization providing a processing-type service was caused, in part, by a technical limitation. Due to a long cycle time, the annual man-year expenditure did not fully correspond to the output actually completed in that year.

In support services, one organization suffered a loss in output through an uncontrollable external factor. A second organization reported an increase in process complexity as causing its decline in productivity. Another organization explained the decline in productivity as a change in the content of the program element itself.

Fiscal Year 1971 Productivity Indices of 150 and Over

Four organizations engaged in public service activities showed productivity gains exceeding 50 percent. Factors named as contributing to the gains were (1) incorporation of data processing methods, (2) program modifications, (3) general management efficiencies in steady improvement of resource utilization, and (4) installation of equipment with advanced capabilities.

In the support services category, one organization said that "we may not be counting the same thing in 1971 as in 1967"¹ because of "continuous review and improvements in our measurement systems." An extraordinary 1971 volume of output related to retrograding from Vietnam was a factor in another instance.

Through the kind of analyses described above, insights into the causes of index variation can be made and incorrect or nonapplicable data isolated. It should be recognized that extreme variations in both directions often balance out and thus have no effect on the index of the total measured sample.

REPRESENTATIVENESS OF OUTPUT MEASURES

In view of the variety of products produced and services performed by the Federal Government, it is important

¹It is possible that the product mix is a factor. In the future an attempt should be made to measure the effect of mix.

that each measure of output be representative of the man-year contribution. Thus the more applicable the output measure, the more precise is the resulting productivity index, i.e., it more accurately measures the efficiency of doing work. Although there appears to be an accepted concept of the meaning of the term "productivity," there are differences among experts on what constitutes appropriate measures of output, e.g., intermediate versus final output. The following paragraphs attempt to quantitatively describe the hierarchical aspects of work content that relate to the outputs in the measured sample.

Hierarchical Classification of Outputs

Each of the 605 outputs was classified as an intermediate or a final output. For this purpose, an output was defined as "intermediate" when it was not the specific product or service named in or implied by the mission statement of the organization, as, for example, procurement of supplies for employee use. Conversely, if the output was directly associated with accomplishing an organization's mission, it was classified as final, for example, manufacturing electricity by a power company. If one considers the definition of productivity to be "how well does one (or all) Federal employee(s) perform work," both intermediate and final outputs measure the efficiency of doing work and both can be included in the construction of productivity indices as long as they are mutually exclusive. Another point of view holds that only final outputs should be included in the construction of productivity indices. (Any future effort to measure Federal productivity should evaluate the utility of each concept.)

The analysis indicated that, of the 605 outputs measured in fiscal year 1971, 429 (or 71 percent) were final outputs and 176 were intermediate. However, 1,449,000 man-years, or 93 percent of the total measured sample, were expended in producing the final outputs while only 111,000 man-years, or 7 percent of the total were employed in producing the intermediate outputs. Of the 176 intermediate outputs, 97 required less than 50 man-years to produce and 20 required more than 1,000 man-years.

Extent to Which Output Indicators Measure Work Content

To assess the extent that the outputs being measured reflect or serve as indicators of the work performed in relation to the resources consumed, the team classified the measured outputs for each organizational element into four categories. These four categories were:

1. Direct--The output directly measures work done (e.g., outpatients treated, employees payrolled, J-XXX jet engines overhauled, half-ton trucks serviced, and pages printed).
2. Partial--The output measures part of the work done (e.g., hospital patient days, requisitions processed, procurement contracts closed, and building area cleaned).
3. Proxy--The output serves as a proxy indicator of the work done (e.g., patients admitted, weight of fish cared for, ships maintained in reserve, bond dollar sales, and dollar value of supply shipments).
4. Population support--The output measures population being served (e.g., visitor days, active membership, base personnel served, support personnel served, and engineering and support area served).

Exhibit III-4 shows the distribution of the measured sample by work content category in relation to the three functional activities.

The results show that direct and partial indicators cover slightly over 90 percent of the work content, or 1,411,000 man-years. In the industrial activity, over 98 percent, or 120,000 man-years, of the work content is measured by the direct or partial output measure. Both the highest proxy measure coverage (2.3 percent, or 6,400 man-years) and the highest population support measure (31.8 percent, or 89,700 man-years) are in the support services area.

EXHIBIT III-3

Coverage Showing
Extent Outputs Measure Work Content
by Functional Activity (Fiscal Year 1971)

Category	Public services		Functional activity				Total	
	Man-years (thousands)	Percent	Support services Man-years (thousands)	Percent	Industrial activities Man-years (thousands)	Percent	Man-years (thousands)	Percent
Direct	1,071.0	92.8	133.6	47.2	120.0	97.6	1,324.6	84.9
Partial	32.1	2.8	52.8	18.7	1.6	1.3	86.5	5.5
Proxy	20.6	1.7	6.4	2.3	.7	0.6	27.7	1.8
Population support	30.8	2.7	89.7	31.8	.7	0.5	121.2	7.8
Total	<u>1,154.5</u>	<u>100.0</u>	<u>282.5</u>	<u>100.0</u>	<u>123.0</u>	<u>100.0</u>	<u>1,560.0</u>	<u>100.0</u>

CHAPTER IV

INTERPRETING RESULTS OF THE MEASURED SAMPLE

As discussed in chapter II, several different sets of indices were constructed primarily to permit interpretation of the resultant productivity trends from different viewpoints. In addition to the measured sample, indices were constructed on the basis of major pay systems and functional and subfunctional classifications. This chapter will be devoted to discussing the results shown by the various sets of indices.

OVERALL INDICES FOR THE MEASURED SAMPLE

A set of indices¹ was developed for the entire measured sample by aggregating labor input and weighted output data in the traditional manner. As stated earlier, the measured sample included 605 outputs covering 1.56 million man-years in fiscal year 1971. The resultant indices show a 7.7 percent rise in productivity, or an average annual increase of 1.9 percent for fiscal years 1967 to 1971. This rise in productivity resulted from a steady workload increase of 10.3 percent and a corresponding increase in man-years of only 2.5 percent. This is shown graphically in exhibit IV-1 on the following page. From a cost viewpoint, this increase in productivity resulted in a cumulative savings of 120,000 man-years, which in terms of dollars is worth about \$1.3 billion.²

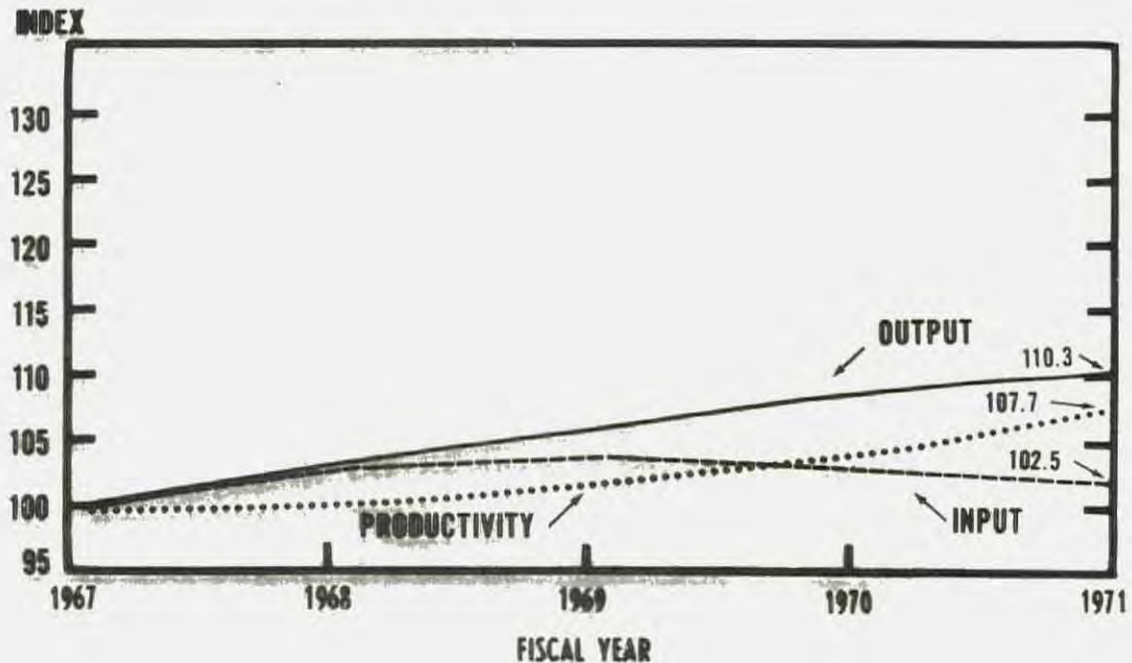
An analysis of the indices using labor costs³ instead of man-years indicated that, although gross labor costs

¹Detailed indices by year appear in appendix J. Year-to-year percent changes and average annual rates of change appear in appendix K.

²The cost avoidance savings is computed for the 5-year difference in productivity as follows: 1,560,000 man-years multiplied by 0.077 equals 120,000 man-years and \$10,600 multiplied by 120,000 equals \$1.3 billion.

³The National Technical Information Service (NTIS), Department of Commerce, voluntarily agreed to participate in developing a methodology for identifying unit costs as part of a management information system. The results of the NTIS effort are in a working paper entitled "NTIS, Management Information System," dated May 15, 1972.

**OVERALL INDICES OF THE FEDERAL SECTOR
MEASURED SAMPLE -1.56
MILLION EMPLOYEES**



(compensation) rose more than 43 percent¹ between fiscal years 1967 and 1971, unit labor costs (wages and fringe benefits per average unit of output) increased only 29.5 percent. (See exhibit IV-2.) The difference indicates that the sharp increases in labor costs were partially offset by productivity improvements. Expressed in constant 1967 dollars, unit labor costs actually declined 7.1 percent over the 5-year period.

¹Most of this increase resulted from larger payments to labor (e.g., pay raises), and a much smaller portion of the increase was attributable to an increase in expended man-years.

Cumulative Percent Change in Labor Costs
for the Measured Sample Since Fiscal Year 1967

	Fiscal year			
	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Gross labor costs:				
Current dollars	7.7	17.3	29.6	43.7
Constant dollars	2.5	3.7	1.1	3.1
Unit labor costs:				
Current dollars	3.9	10.1	18.5	29.5
Constant dollars	-1.1	-2.6	-7.5	-7.1

Alternate Approaches for Constructing Indices
for the Measured Sample

To further analyze the measured sample, two alternative sets of indices were constructed--one based on employment segment weights and one based on pay system weights. It is not claimed that the results are more valid than the overall measured sample index but rather that these are other ways for reviewing the data. In each instance, the resultant productivity trends were similar to but slightly greater than that of the measured sample.

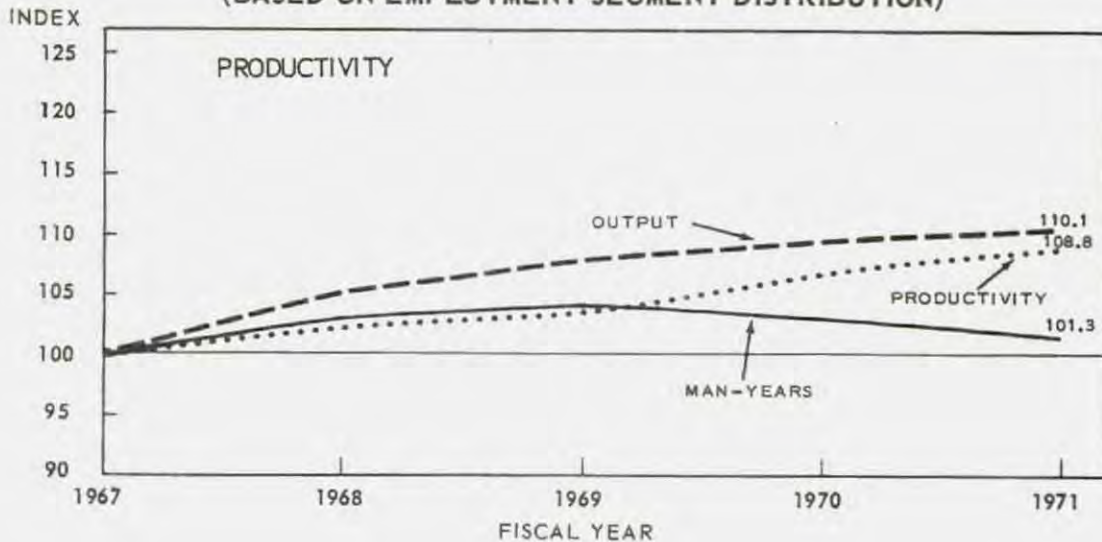
Employment Segment Weights

Data for the measured sample were separated into one of three major organizational segments--U.S. Postal Service, Department of Defense (civilian), and other civilian agencies. Output and input indices for each segment were combined on the basis of the proportion of each segment's employment within the total civilian employment of the executive branch.¹

Using this approach, productivity grew at an average annual rate of 2.1 percent, producing a gain of 8.8 percent over the 1967-71 period. Output rose sharply in 1968 and then continued to rise less rapidly; man-years peaked in 1969 and then decreased through 1971. (See exhibit IV-3 on the following page.)

¹A detailed discussion appears in appendix I.

**POPULATION WEIGHTED INDICES
OF THE FEDERAL SECTOR
(BASED ON EMPLOYMENT SEGMENT DISTRIBUTION)**



Pay System Weights

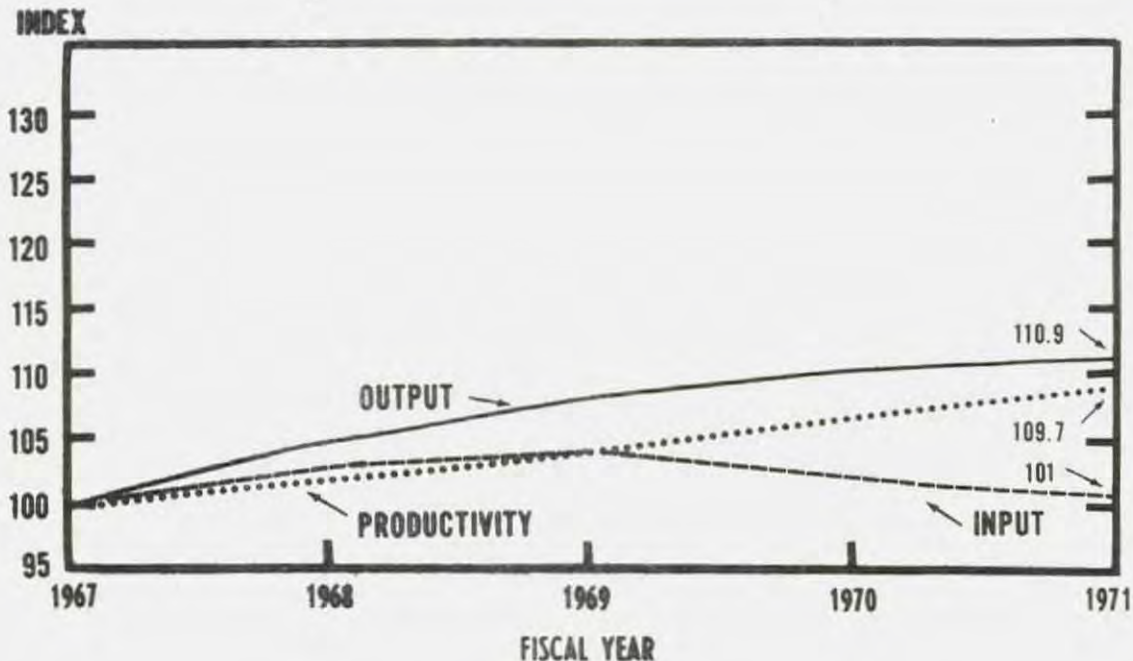
To construct this set of indices, the data for the measured sample were separated on the basis of the three major pay systems--general schedule, wage board, and Postal Service. Output and input indices for each pay system were combined on the basis of the proportion of personnel in each pay system within the Executive branch.¹ The resultant indices show that man-year productivity increased 9.7 percent over the 1967-71 period. (See exhibit IV-4.) Because agency data did not allow identification of the precise distribution of wage board and general schedule man-years for a given output, the results achieved by using this approach are not considered as accurate as the results shown by the preceding approach.

TRENDS BY PAY SYSTEMS

The basic data were examined in several ways to discover the underlying factors influencing productivity. One approach was to examine the trends of organizations that primarily employed general schedule employees and those that

¹A detailed discussion appears in appendix I.

**OVERALL INDICES OF THE FEDERAL SECTOR
POPULATION WEIGHTED
(BASED ON PAY STRUCTURE)**



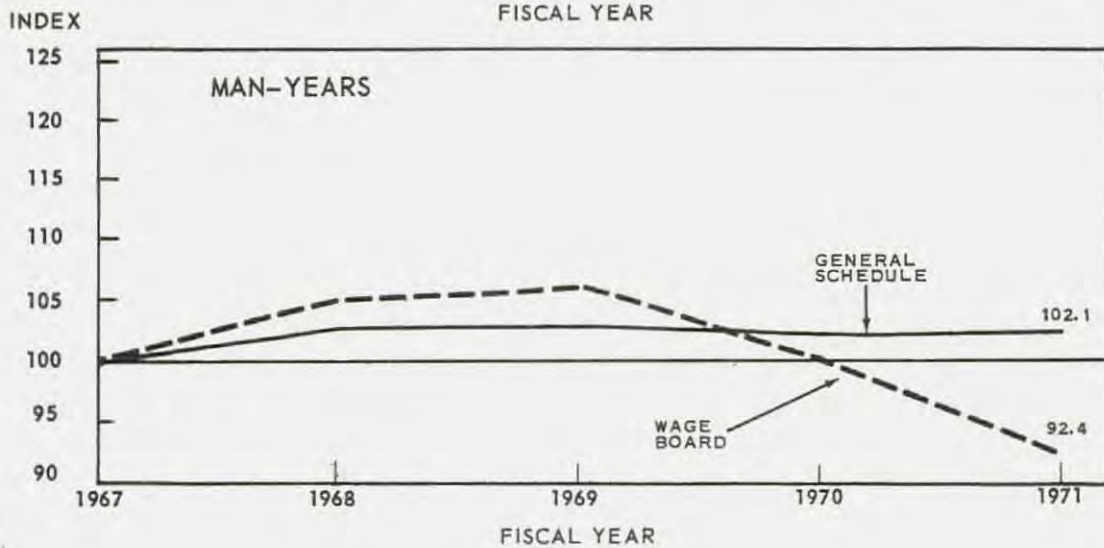
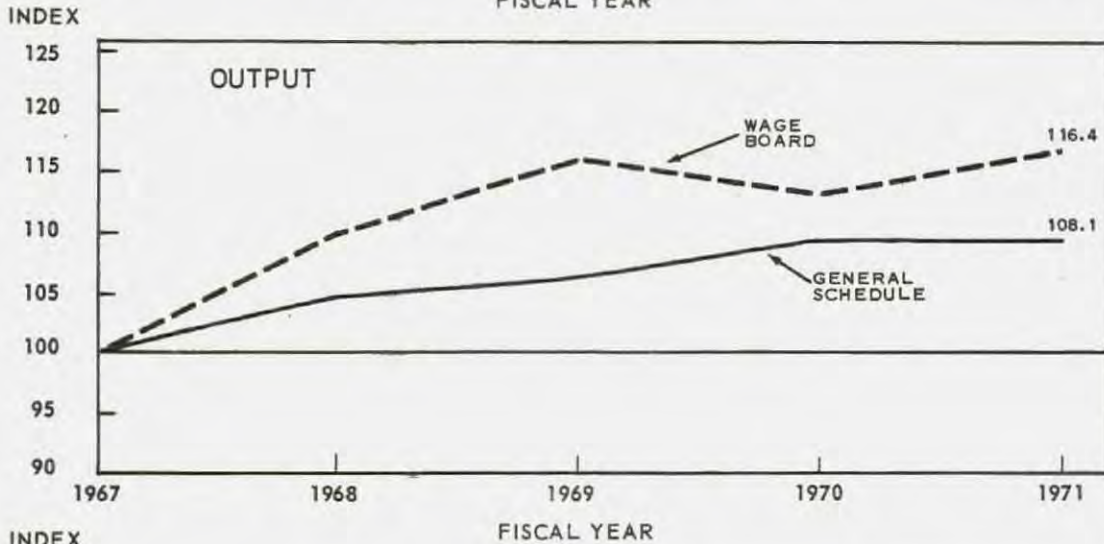
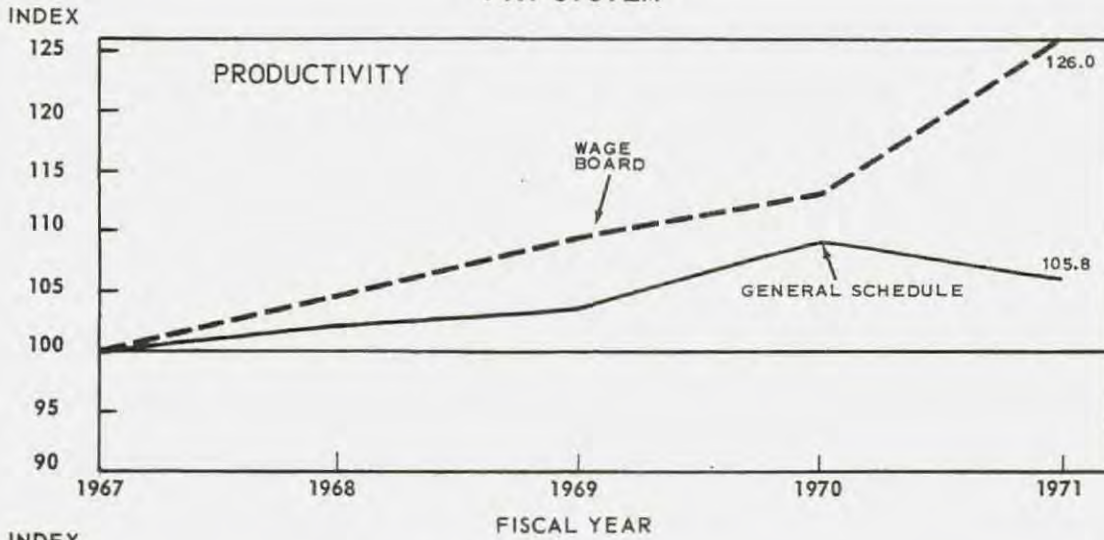
primarily employed wage board employees.¹ Summary trends are reproduced in exhibit IV-5 on the following page.²

The examination revealed that, although productivity increased in both pay systems, the largest increase occurred for wage board employees--26 percent over the 5 years. Organizations classified under general schedule

¹Indices based on the Postal Service pay system were also constructed. However, these are not included since they reveal data of a specific agency.

²Detailed indices by year appear in appendix J. Year-to-year percent changes and average annual rates of change appear in appendix K.

SUMMARY INDICES BY PAY SYSTEM



showed a 5.8 percent productivity gain for the same years, or an average annual increase of little more than 1 percent a year.

The high productivity gain for the wage board category was caused by a sharp workload increase through 1969, which remained relatively stable during 1970 and 1971, coupled with a modest increase and then a sharp decrease in manpower. Since the activities performed by those organizations classified as wage board generally are industrial, one can conclude that wage board employees are the benefactors of automation and computerization. Conversely, one explanation for the much lower productivity for organizations in the general schedule category is that their workloads are not as susceptible to labor-saving equipment and that manning adjustments are made more slowly.

The trends in total labor costs for organizations classified in the general schedule and wage board categories were similar through fiscal year 1969. By 1971, however, total costs had increased by 43.4 percent for the general schedule category but by only 25 percent for the wage board category. This marked difference can be traced to the large catch-up raises paid to general schedule employees to achieve pay comparability with similar employees in the private sector. Since the weighted output index was substantially greater and the total compensation lower for the wage board category, the unit labor costs index for the wage board category was substantially below that for general schedule in fiscal year 1971--103 compared with 133.

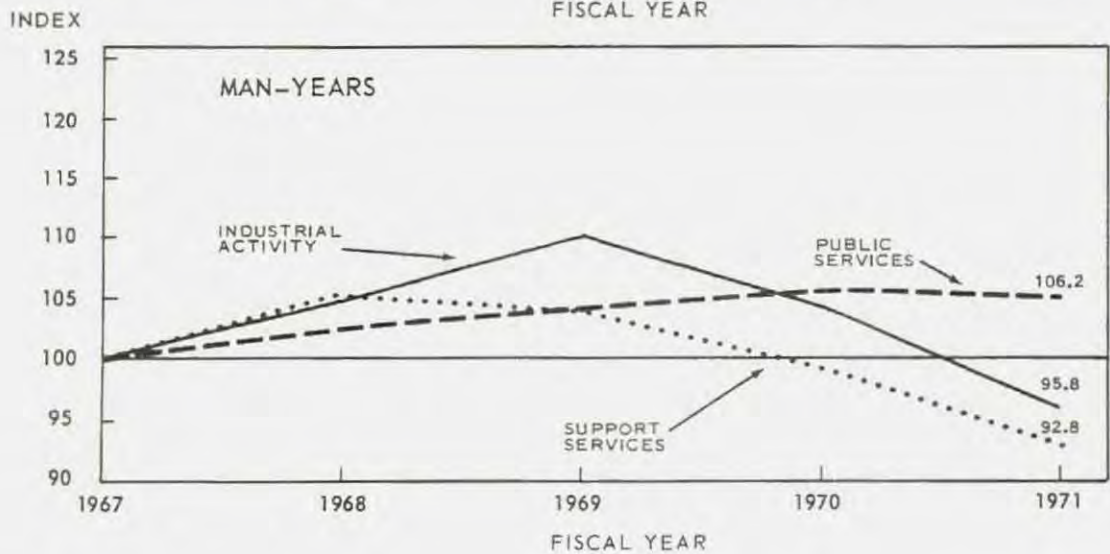
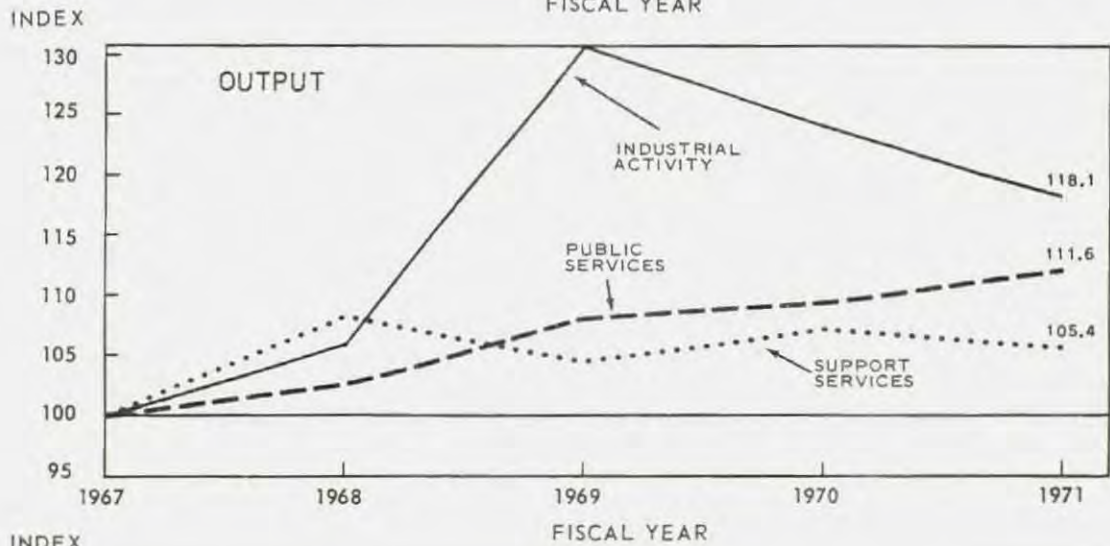
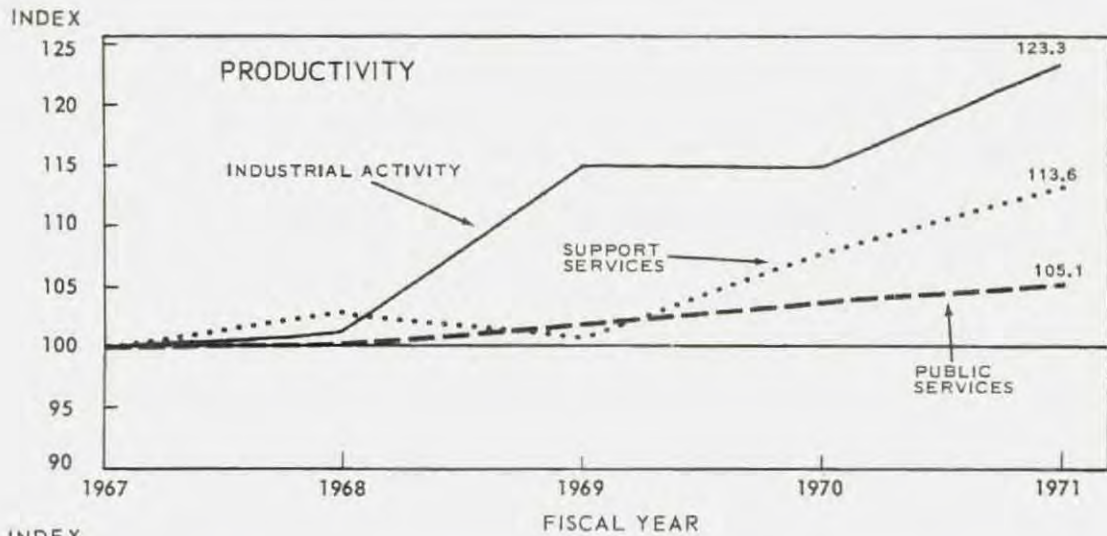
TRENDS IN FUNCTIONAL INDICES

The data also were examined by classifying each of the 114 organizations into functional groupings. For this purpose, three broad functional categories were established: public services, internal support services, and industrial activities. The output, man-year, and productivity trends for each are compared in exhibit IV-6 on the following page.¹

The indicated productivity trends were not unexpected. The smallest gain occurred in the public services function where outputs tend to be less tangible (and consequently,

¹Detailed indices by year appear in appendix J. Year-to-year percent changes and average annual rates of change appear in appendix K.

SUMMARY INDICES BY FUNCTIONAL GROUPS



quality improvements may be understated) and where opportunities for labor-saving devices are relatively minimal. For fiscal years 1967 to 1971, output for public services rose 11.6 percent and for man-years it rose 6.2 percent. The resulting productivity increased 5.1 percent for an average annual rate of 1.3 percent per year.

Conversely, the industrial activity function, where outputs tend to be more definable and where utilization of productivity-enhancing devices is maximized, experienced the largest productivity gains. The output index for this group rose sharply to 131.0 in 1969 and then declined through 1971. This movement was largely affected by Department of Defense logistical workloads. At the same time, the man-year index peaked in 1969 at only 110.1 and dropped to 95.8 by 1971. Productivity improvement therefore increased by more than 23 percent for an annual growth rate of 5.4 percent.

Productivity for the internal support services function fell midway (113.6 in 1971) between both of the above.

An examination of the fiscal year 1971 indices in terms of labor costs shows that the largest increase in unit labor costs was in the public services classification (33.7 percent), followed by support services (24.6 percent) and industrial activities (9.6 percent). Although the increase in gross labor costs for industrial activities in fiscal year 1971 (41 percent) was nearly as high as the increase for public services (49 percent), the increase in unit labor costs was much lower in industrial services--9.6 percent compared with 33.7 percent for public services. The difference was caused by the larger output increase for industrial activities.¹

¹When deriving unit labor costs, the sample size for output was adjusted to match the sample size for compensation, because some organizations were unable to supply compensation data. (See app. I for a more thorough discussion.) One organization which had a substantial productivity decline and which represented over 17 percent of the industrial man-years expended in 1971 was unable to provide compensation data. Consequently, the output index for this group was much larger than that shown in appendix J when unit labor costs were computed.

TRENDS IN SUBFUNCTIONAL INDICES

To further identify productivity changes between fiscal years 1967 and 1971, the three functional groupings were divided into seven subfunctional categories. In addition, a separate analysis was made of the public services function by regrouping the data within this function into six different categories. Summary results are indicated in the following paragraphs.¹

Public Services Function: Analysis I

Two subfunctional categories were established: (1) activities involving the operation of facilities (e.g., hospitals, post offices, and schools) and (2) processing activities (e.g., loans, grants, and mortgage insurance).

The man-years associated with those organizational elements classified as operating activities represented more than 80 percent of the man-years in the public services group. It is not surprising, therefore, that the output, man-year, and productivity trends for this subfunction were very similar to those for the overall group.

The trends for processing activities, however, were different. (See exhibit IV-7 on the following page.) By fiscal year 1971 output had risen by 21.4 percent while man-years increased at a much slower pace--5.3 percent. Productivity therefore increased by more than 15 percent over the 5-year period studied. This large productivity gain no doubt was influenced by the susceptibility of processing activities to productivity-enhancing system improvements, such as computerization.

Public Services Function: Analysis II

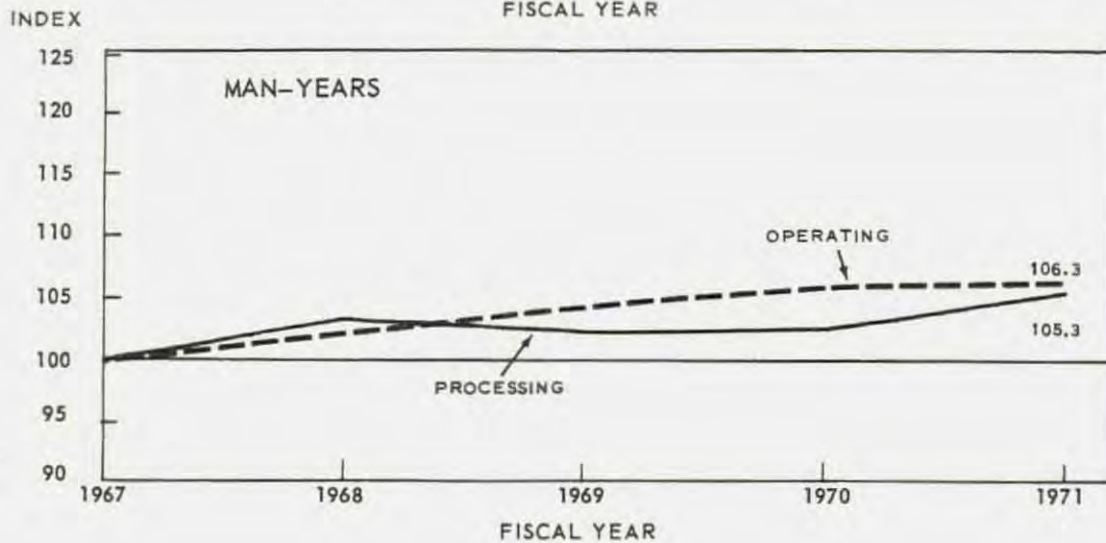
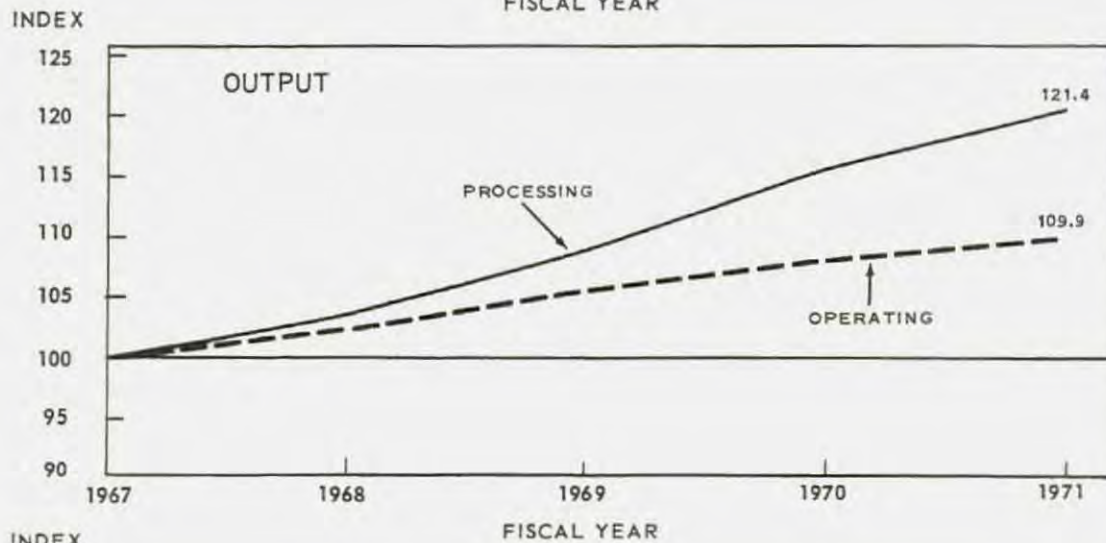
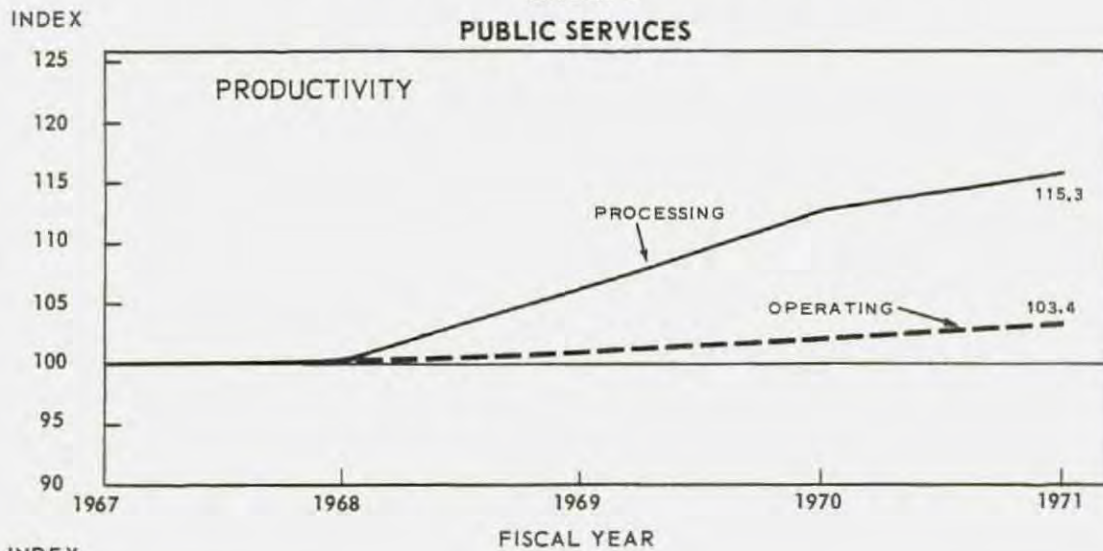
The public services function, excluding Postal Service, also was divided into six segments to further analyze productivity changes between fiscal years 1967 and 1971. Trends of these segments are briefly described below and are portrayed in exhibit IV-8 on the following page.

1. The area of protection of public property or public interest experienced a large increase in productivity (over

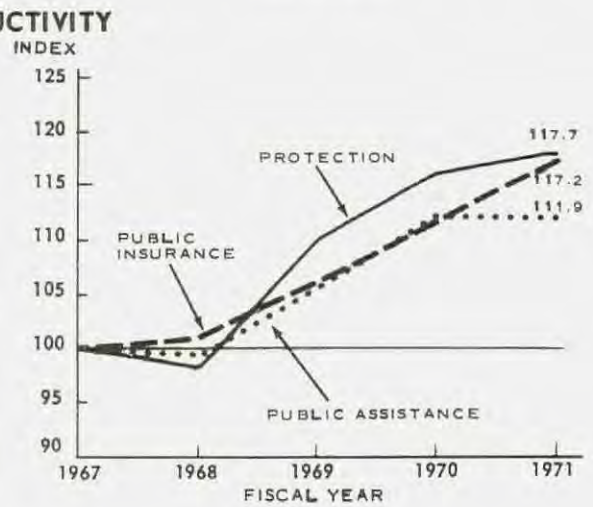
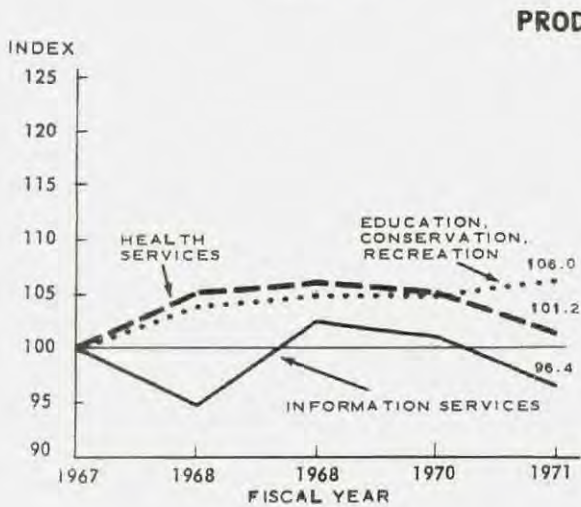
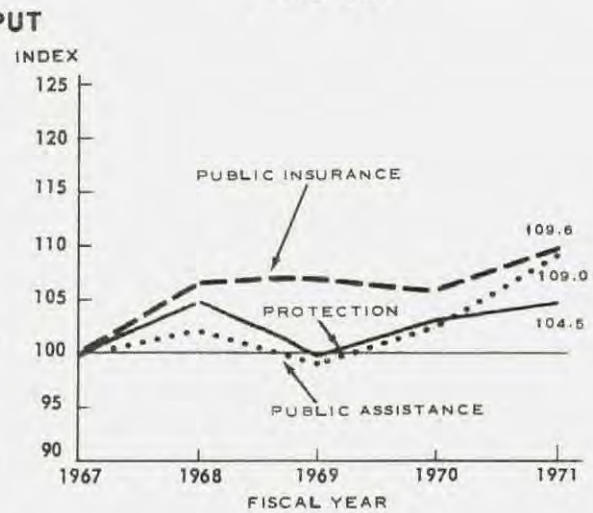
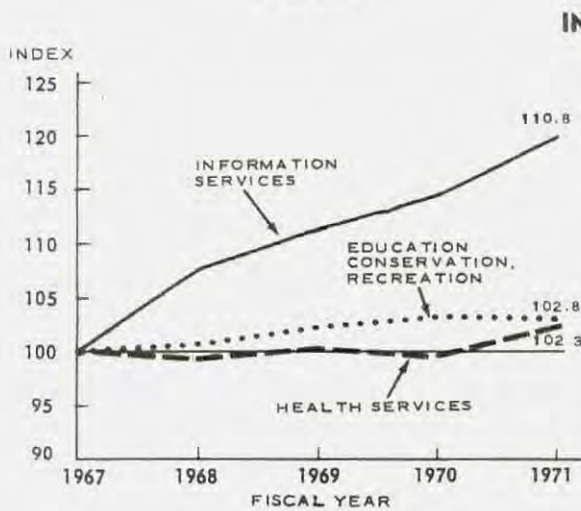
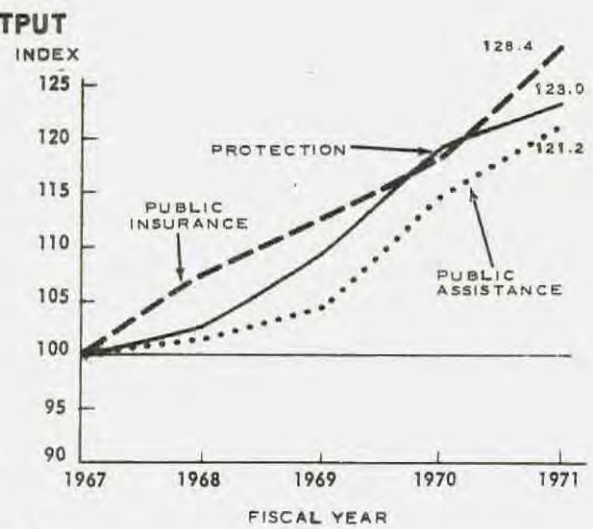
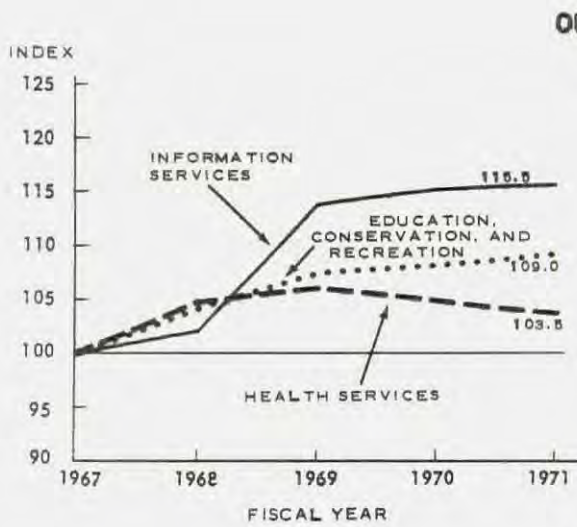
¹Detailed indices by year appear in appendix J. Year-to-year percent changes and average annual rates of change appear in appendix K.

SUMMARY INDICES BY SUBFUNCTIONAL GROUPS

PUBLIC SERVICES



**SUBFUNCTIONAL INDICES
PUBLIC SERVICES SECTOR**



17 percent) during the period studied. This was achieved through a 23 percent expansion in workload with only a 4.5 percent man-year increase.

2. Administration of public insurance programs showed trends similar to those for protection activities.

3. Assistance to the public through grants, loans, applications, and documents ranked third in productivity gain (about 11 percent). Output rose by 21 percent and man-years by 9 percent.

4. Conservation, education, and recreation services ranked fourth with a productivity improvement of 6 percent during the 5-year period. However, this area may be too broadly defined to provide meaningful results--although the activities of a number of organizations did encompass the areas of conservation, education, and recreation.

5. Health services showed almost no productivity gain over the period since output and man-years remained relatively constant. The indicated productivity increase of 1.2 percent in 1971 relative to 1967 very likely understated real output per man-year gains because output quality improvements are very difficult, if not impossible, to quantify. For example, although the quality of health care has certainly improved as a result of inroads in kidney dialysis, open-heart surgery, psychotherapy, and other techniques or processes, the output measures failed to capture the full impact of these medical advances.

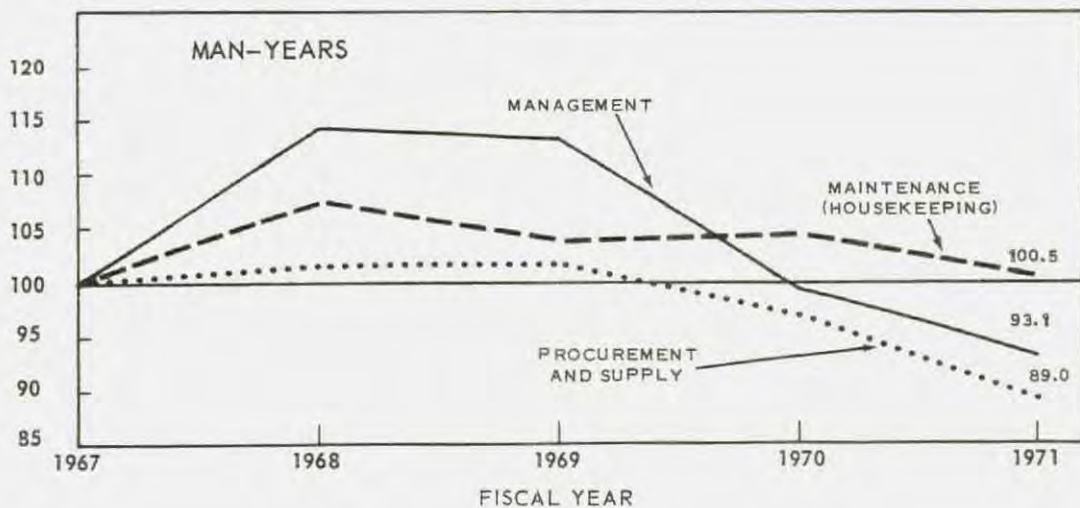
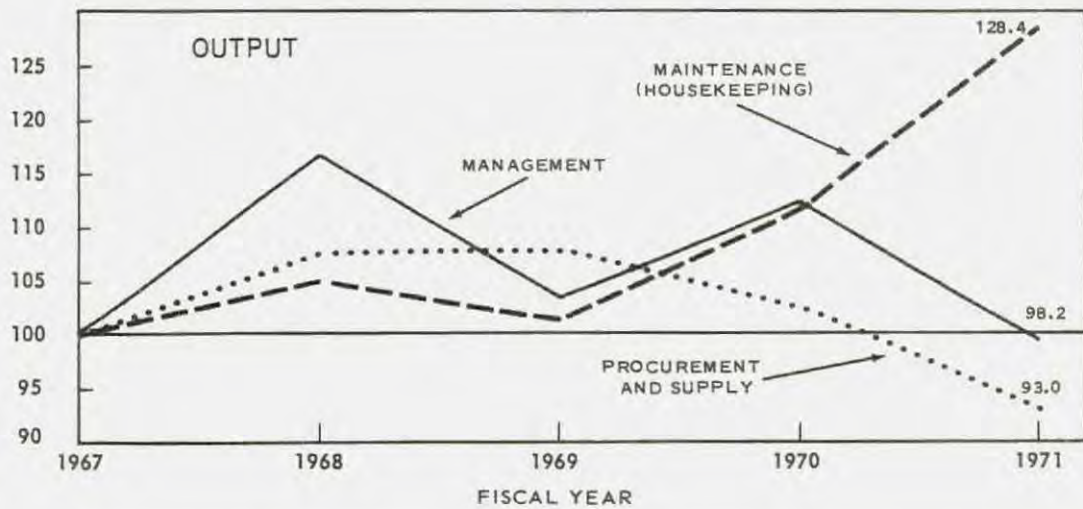
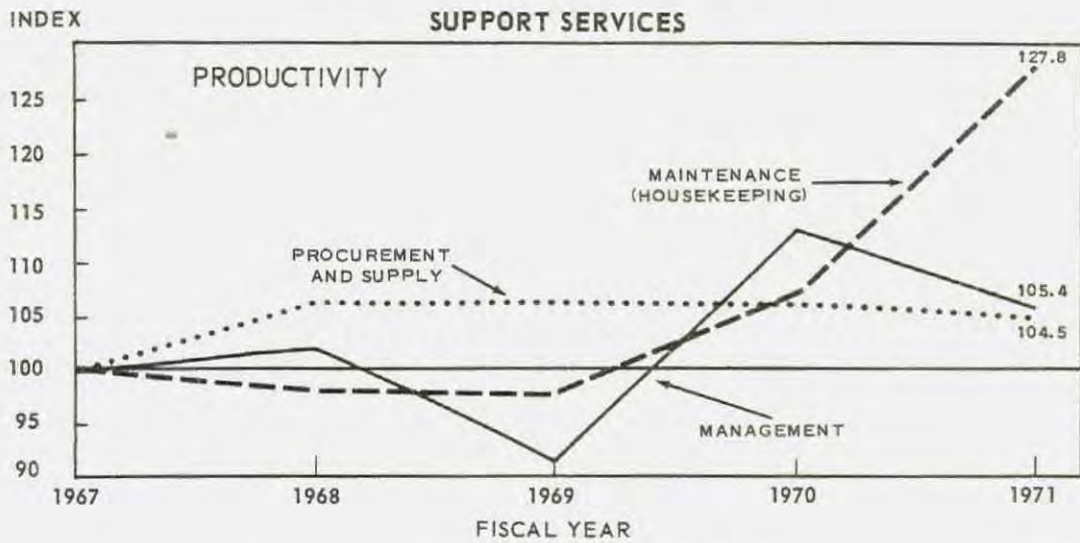
6. The lowest ranking area was information for public safety or benefit, which had a 3.6 percent productivity decrease in 1971 compared with 1967. This is another area where output per man-year gains may be understated; the inability to capture greater output complexity as information requirements increase likely has produced an understatement in output gains.

Internal Support Services

Internal support was divided into three subfunctions: (1) management activities (e.g., accounting, personnel, and payroll) (2) procurement and supply, and (3) maintenance (e.g., buildings).

As indicated in exhibit IV-9 on the following page, output for management activities did not follow a consistent pattern over the period. After peaking at 16 percent in fiscal 1968, it fluctuated each year, dropping slightly

SUMMARY INDICES BY SUBFUNCTIONAL GROUPS



below the 1967 level by 1971. Productivity also fluctuated, dropping as low as 8.7 percent in 1969 and rising as high as 12.6 percent in 1970.

Output for procurement and supply operations rose 7 percent in 1968, leveled off, and then fell 7 percent below the 1967 level in 1971. Productivity for this subfunction continued to decrease after an initial improvement of 6 percent in fiscal year 1968.

Maintenance activities experienced a dramatic productivity improvement in fiscal years 1970 and 1971 and reversed the downward trend that occurred between 1967 and 1969. This was accomplished through substantial increases in output coupled with a slight (4 percent) decrease in manpower.

Industrial Activities

The two subfunctional categories for this grouping were (1) manufacturing and (2) major overhaul and repair, primarily of defense equipment (e.g., ships, aircraft, and tanks).

Manufacturing activities showed a 28.8 percent increase in productivity over the 5-year period 1967-71. (See exhibit IV-10 on the following page.) This gain resulted from a 43.8 percent workload increase with little more than a 12 percent increase in staff. New capital equipment in some manufacturing areas contributed to the significant increase in output without commensurate increases in man-years.

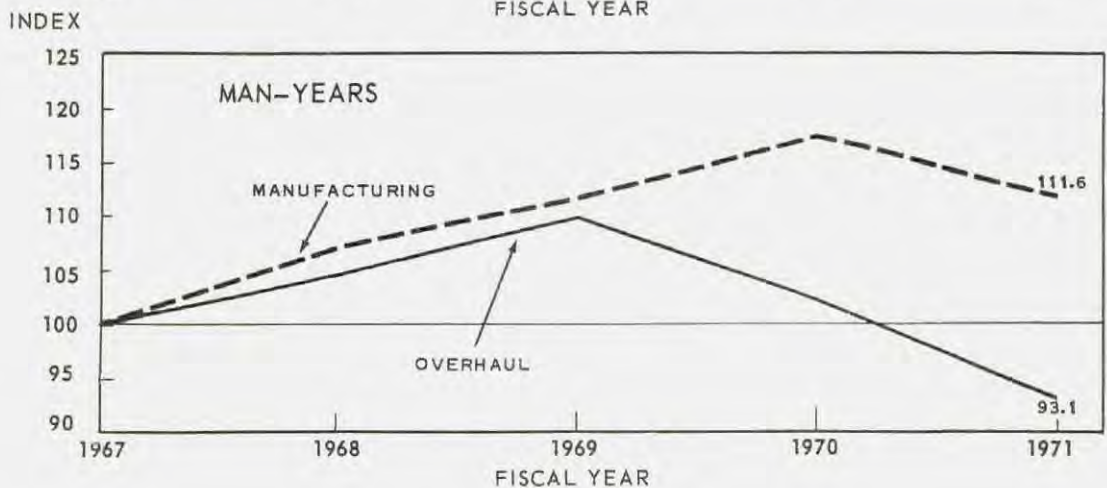
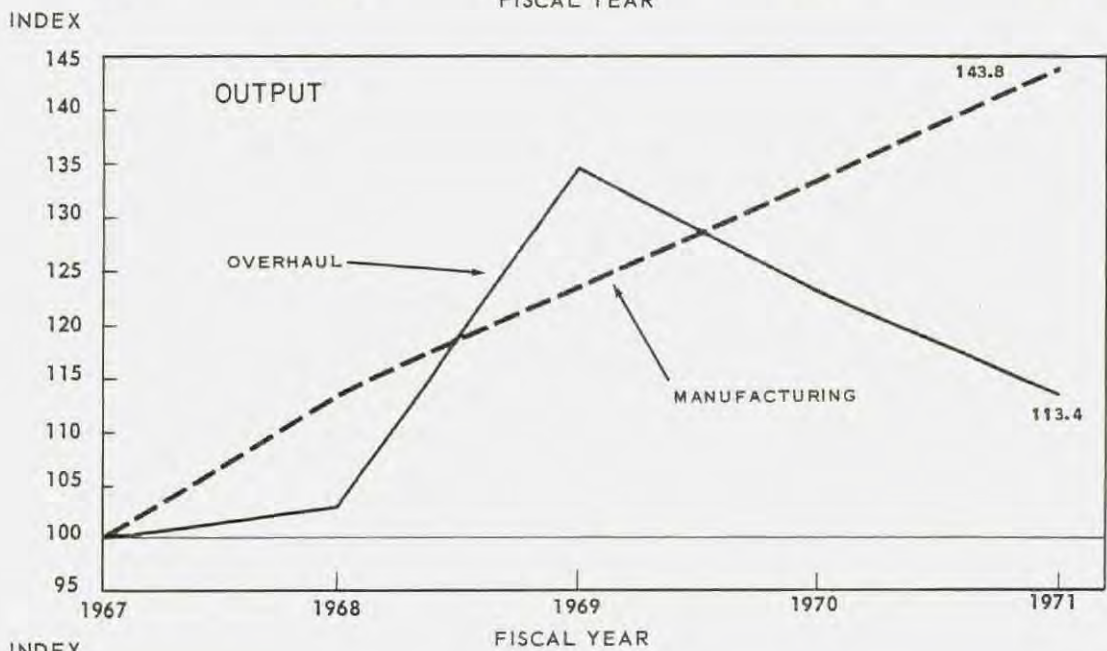
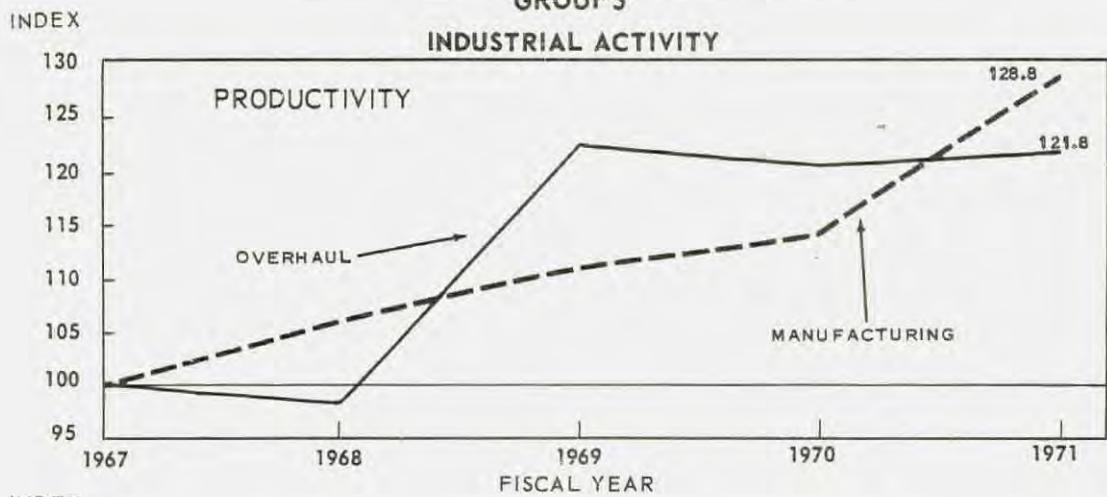
The area of major overhaul and repair also showed a strong productivity improvement, increasing nearly 22 percent by 1971. This was accomplished through a 13.4 percent gain in output with nearly a 7 percent reduction in manpower.

EXPLANATIONS OF CHANGES IN PRODUCTIVITY TRENDS

Increases in productivity result from (1) a gain in output without a commensurate increase in man-year input, (2) a constant output with a decreasing input, and (3) a declining output accompanied by a more rapidly declining input. Decreases in productivity occur when these relationships are reversed.

To obtain specific reasons for the more significant variations in computed productivity trends, the project team asked for explanations of man-year productivity variations exceeding 5 percent between consecutive years or between

SUMMARY INDICES BY SUBFUNCTIONAL GROUPS



productivity measured by man-years and compensation in the same year. Such changes are recognized as short-term and are not necessarily meaningful as an indicator of long-term trends.

Output Per Man-Year Changes
Exceeding 5 Percent

The number of organizations experiencing output per man-year changes exceeding 5 percent increased steadily from 53 percent of all organizations in fiscal year 1968 to 61 percent in fiscal year 1971. In each year the number of organizations with productivity increases of at least 5 percent exceeded those with productivity decreases of at least 5 percent. (See exhibit IV-11.)

EXHIBIT IV-11

Number of Organizations With
Annual Changes in Output Per Man-Year
Exceeding 5 Percent, Fiscal Years 1968 to 1971

	Number of organizations in fiscal year			
	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Positive changes	34	43	42	39
Negative changes	<u>18</u>	<u>12</u>	<u>18</u>	<u>31</u>
Total	<u>52</u>	<u>55</u>	<u>60</u>	<u>70</u>
Organizations in sample	98	107	114	114

Productivity increases resulting primarily from a change in man-year input were attributed in many instances to a freeze in employment and to restricted hiring. One sizable productivity decrease was attributed to a drastic decrease in output and a less extensive decrease in personnel. In this case management's decision to limit the cut in employment was based on the expectancy of a restoration of workload in subsequent years. Changes in the characteristics of the work force were also identified as sources of productivity increases. In one organization, for example, total personnel were continuously decreased through cutbacks so that the remaining work force was more highly trained than, and superior to, the original larger number of personnel. More efficient utilization of personnel occurred in some instances through the introduction of improved techniques in operational procedures. One organization described the change as "streamlining operations."

Changes in the workplace or in physical conditions at the workplace were also identified as causes of fluctuations in productivity. Productivity was temporarily decreased in several instances when moves to new locations or installation of new systems disrupted routines.

Yearly variations in workloads, caused by external factors beyond the organizations' control, were often cited as responsible for fluctuations in productivity. Examples cited were the Vietnam phasedown, stock market activity, and fluctuations in foreign travel. One organization reported that, when the task requirements to complete its workload were modified, the average cycle time lengthened and, as a result, productivity decreased. Another productivity decrease was attributed to a quality improvement in output which extended decisionmaking time. In yet another situation, when a sizable portion of one organization's workload was transferred to another organization, both organizations experienced directional shifts in productivity.

Some organizations explained that outputs had been increased without additional man-years through installation of more modern equipment and through expanded use of existing capacity. Gains were attributed to more extensive and intensive use of data processing. New applications of data processing made cutbacks in man-years possible. Several organizations reported that fewer man-years were required to review computer-generated data since those data were less subject to error than manually derived data. Another savings in man-years resulted from greater use of data already stored in the machines.

Variance Between Man-Year and Compensation Productivity Exceeding 5 Percent

The data were further analyzed through a yearly comparison, for fiscal years 1968 to 1971, between productivity measured by man-years and productivity measured by deflated-dollar compensation. Generally, both indices were expected to be, and were, very close on a summary level (e.g., by total measure sample, functional categories, etc).¹ However, some variation did occur within specific organizations. In fiscal year 1968 the number of organizations with variances between the two productivity measures in excess of

¹An explanation of this expectation is included in appendix I.

5 percent amounted to 26 percent of the sample, and in fiscal year 1971, 48 percent. Exhibit IV-12 below shows the number of organizations where productivity based on compensation exceeds or is below that for compensation.

EXHIBIT IV-12

Number of Organizations With Yearly Differences
In Output for Man-Year and Deflated Compensation
Exceeding 5 Percent in Fiscal Years 1968 to 1971

Comparison between productivity indices based on man-years and compensation	Number of organizations in fiscal year			
	1968	1969	1970	1971
Compensation <u>exceeds</u> man-years	11	19	17	22
Compensation <u>below</u> man-years	<u>12</u>	<u>18</u>	<u>20</u>	<u>29</u>
Total	<u>23</u>	<u>37</u>	<u>37</u>	<u>51</u>
Organizations in sample (note a)	88	94	99	106

^aThe number of organizations in the sample for exhibit IV-12 is smaller than that for exhibit IV-11 because not all participants were able to provide data on compensation.

Variance in the same year between productivity based on man-years and deflated-compensation dollars was most frequently explained as a change in the skill mix of personnel. In such cases, the man-years may have remained constant but the compensation paid to the different categories of workers was different. One organization, for example, reported that it realized an economy for a single year when trainees, instead of skilled employees, performed certain tasks. In another organization the reverse situation existed:

"Significant increase in cost per unit resulted from the use of high grade (more professional versus sub-professional) employees to design and supervise installation of a larger program."

Organizations pointed out that changes in seniority of their staffs on duty had affected the variance between the two productivity measures. Other reasons given for this variance were changes in the levels of temporary help and of overtime, nighttime, and holiday pay. The upward reclassification of a single job category which represented a significant part of the work force in one organization also was cited.

CHAPTER V

SUGGESTIONS FOR EXPANDING COVERAGE

AND REFINING THE INDICES

EXPANDING THE COVERAGE

It has been estimated that the present coverage of Federal employees can be expanded by 100,000 personnel in the coming year. This would increase the percentage of coverage to between 55 and 60 percent of Federal civilian employment. It is recommended that, to achieve this objective, OMB request productivity index data from all agencies having 200 or more employees. Obviously not all agencies will have the readily defined input and output data necessary to participate. Therefore personnel with expertise in productivity measurement should be available to assist agencies in developing and reporting necessary data. Such expertise could be provided by members of the joint team, the Bureau of Labor Statistics, and large agencies which have personnel versed in the development of productivity measures.

It is recognized that, to expand productivity measurement coverage, it will be necessary to educate managers on the concepts of productivity index construction and the utility to managers of productivity measurement. This can be done through a series of briefings and development of more formalized training courses. Variations of the computational techniques to satisfy local management conditions must be stressed.

Coverage also can be expanded by encouraging similar organizations within an agency or among agencies to participate. Similar functions should be identified so that the examples of outputs used to measure the functions already incorporated within productivity measurement can be shown to agencies that have not been included within the measurement. The Department of Defense, where similar functions and activities exist within the three services--Army, Navy, and Air Force--is one example of a large agency where similar functions may be expected to occur.

With adequate time for an interchange of knowledge between organization representatives versed in the specifics of operations and specialists versed in the requisites for productivity measurement, the necessary data on inputs and outputs may be developed for some presently unmeasured activities. This knowledge interchange should be especially beneficial when functional activities are common to several agencies.

ADJUSTING INDICES FOR QUALITY CHANGE

In producing a specific output over several years the work content may change with respect to quality without a change in the output measure or method of counting the output. When this occurs the computed productivity index will reflect the effect of the quality change but will not specifically identify such change or adjust for it.

Traditionally, productivity computations are performed by keeping the quality constant. To maintain conformance with this concept, it is necessary to identify quality changes in quantitative terms and to develop methods for adjusting the indices for these changes. This quantification of the quality change would be helpful if only to confirm that such changes may not be significant enough to affect overall productivity indices.

Deliberate, significant changes of quality should be evaluated individually. Therefore specific reviews should be made to further identify the amount of quality change for each output indicator and the effect of collective changes of quality at various levels of summary in the development of indices. To adjust for such quality changes an appropriate procedure should be developed. This procedure also would provide information from which quantity-quality trade-off analyses can be made.

INVESTIGATING POTENTIAL FOR MEASURING TOTAL FACTOR PRODUCTIVITY

In developing plans for testing the feasibility of measuring Federal productivity, the project team intended to construct total factor indices. To do this a requirement was included in the initial data call for information on capital investment, material, and other costs, in addition to labor. However, when it was found that most agencies could not provide the necessary data, the total factor effort was dropped.

Since labor is the major resource for many Federal agencies, the impact of other factors would be minimal. Nonetheless, there is a need to work toward total factor productivity to the degree it is practical and economical. Therefore it is recommended that investigation be undertaken to compute total-factor indices in one or two representative areas. This computation should be followed by an analysis of the potential use of such indicators by managers.

STUDYING THE USES OF INDICES IN BUDGET AND OTHER FUNCTIONAL AREAS

Productivity indices developed by aggregating organizational input and output data can show how efficiently resources, such as labor, are utilized to accomplish defined outputs. In addition, examination of the labor requirements for each output can be used for making forecasts of tradeoffs between man-year inputs and the quantity of outputs to be produced. Such information can be used by the budget examiner to analyze budgets and compare workload and staffing alternatives at the agency level. It is recommended that a demonstration project working closely with budget analysts to demonstrate the uses of and needs for productivity data in making budget decisions be conducted.

ATTEMPT TO DEVELOP MEASURES FOR NONQUANTIFIABLE ACTIVITIES

This effort should be directed to identifying the work content of activities with nonquantifiable outputs. From the information developed a determination can be made as to what extent productivity indices can be constructed for these activities. For the activities not susceptible to productivity measurement an attempt should be made to develop other types of measures.

AGENCY DATA SUBMISSION
INSTRUCTION PACKAGE

This package contains instructions and information on the preparation and submission of each element data package as a part of the total Agency input to the project.

PRODUCTIVITY MEASUREMENT
OF THE FEDERAL SECTOR
PROJECT

SECTION I	Background and Purpose of Project
SECTION II	Element Data Package Instructions
SECTION III	Illustrative Example
SECTION IV	Time Table

January 6, 1972

SECTION IBackground and Purpose of ProjectA. Background

The joint CSC/OMB/GAO project to determine the extent and use of measurement systems is now in Phase II. Results from Phase I showed approximately 50 percent of all Federal employees are covered by some type of measurement system i.e., planning measures, unit costs, work measurement, or productivity measurement.

The four major recommendations resulting from Phase I are to: (1) inquire into selected agency systems to further validate and extend use of measures by identifying disincentives and designing corrective action; (2) encourage the development and use of unit cost measures where practical for improving ways for allocating and controlling resources; (3) exchange experiences among agencies on ideas for measuring agency effectiveness in accomplishing public benefit outputs; (4) test the feasibility of constructing a set of productivity indexes of the Federal sector of the economy for national planning purposes along functional rather than agency lines. The above mentioned recommendations were enthusiastically approved by Messrs. Hampton, Schultz and Staats and thus formed the base for Phase II which began in September 1971.

B. Purpose

This project (recommendation 4) to measure overall productivity has progressed through the development of a prototype product which was constructed from data submitted by seventeen agencies. Each agency element data package was based on data available from one or more agency measurement systems in existence. Calculations were made to compute the indices of (1) the total Federal sector, and (2) the functional areas, i.e., services, administrative and industrial outputs, not by agency.

The prototype methodology was reviewed by the Office of Productivity and Technology, Bureau of the Labor Statistics (which compiles and publishes productivity indexes for the private sector) and others. Feasibility was established leading to the initiation of Step 2.

Step 2 involves constructing a set of productivity indexes for the Federal sector. These will include all possible agency elements.

SECTION IIElement Data Package InstructionsA. General

This section describes the data requirements for each element to be reported by the agency. An element is a discrete activity or organizational unit for which input and output relationships can be measured. The total content of the element data package is described in the following paragraphs. Definitions of input and output terms are also included.

The data package should consist of three parts,¹ namely, Description of Element (Part 1), Input/Output Data (Part 2), and Support Data (Part 3). Each part is to be submitted separately according to the time table which follows.

B. Description of Element (Part 1)

Describe the element's mission, and for each measured output indicate the activity, the process followed to accomplish the activity and the type of output units being measured. The format for this part is shown in Exhibit II-1.

All activities contained within the element, even those not measured, should be included. The level of detail of each output should be representative of the output being measured.

C. Input/Output Data (Part 2)

The data provided in this section will form the base for the Federal sector productivity measures by functional area. Data are required for fiscal years 1967 through 1971.

Furnish complete data using the format shown in Exhibit II-2.

¹A "Part 4" was added at a later date. It requests explanations for productivity changes exceeding five percent.

Exhibit II-1Name of Organization: Name of ElementMission:

<u>Activity</u>	<u>Process/Objective</u>	<u>Output Measure</u>
1.		
2.		
3.		
4.		
n.		

Exhibit II-2Name of Organization: Name of Element, FY
(1967-1971)

<u>Output Title</u>	<u>Output Quantities (1000's)</u>	<u>Man-years Expended (2,080 hrs/yr)</u>	<u>Personnel Compensation (\$1,000's)</u>
<u>Measured Outputs</u>			
1. (Title)	X	X	*
2. (Title)	X	X	*
3. (Title)	X	X	*
"n". (Title)	X	X	*
Total: 1 - "n"		X	X
<u>Non-measured Outputs</u>		X	X
Administrative or Indirect Support		X	X
GRAND TOTALS		X	X

Note 1: "X" indicates absolute need for data for each fiscal year;
 "*" indicates that data are desirable but not essential.

Note 2: No computations of indexes are required since analysis will be computer-based.

Note 3: Retain same output number and title for all years.

D. Support Data (Part 3)

Support data are required to interpret results and overall trends. These include answers to the following questions:

- (1) For some outputs the average time/unit can vary significantly due to change of product mix from year to year. Identify such outputs by title and show the typical low and high time/unit values.
- (2) Indicate the total elapsed time required to complete the measured outputs (i.e., overall cycle time of each output).
- (3) Has the quality or function of the outputs changed during the time period? If yes, describe the nature of the change and when it occurred by output.
- (4) Have there been any major capital expenditures during the time period? If yes, describe the impact on the output and when it occurred, and indicate the dollar value by year.
- (5) Describe the content of the output(s) for which no measures exist.
- (6) Describe the data source for Exhibit II-2.
- (7) Has any part of the quantity shown for an output been supported by a contractor. If yes, show contractor man-years and wages to extent of available data and explain. Other contractor man-year or wage data are not required.

E. Definitions

- (1) Man-years expended - the total years actually worked to produce a specific type of output. Including part-time and overtime. Man-years expended includes on-job time as well as leave time. One man-year is equivalent to 2080 hours per year.
- (2) Personnel Compensation - the total wages (personnel service costs) and fringe dollar benefits (personnel benefits costs) of the workers within an element that are associated with the production of each specific output. These figures should exclude severance pay (terminal leave pay).

APPENDIX A

- (3) Non-Measured Outputs - final outputs of the element that have not been measured or are considered unmeasurable.
- (4) Administrative/Indirect Support - support received by the element that is not directly related and does not directly contribute to any specific measured or unmeasured output.
- (5) Output - a product or service of a specified quality developed as a result of a given input (e.g., patients processed, aircraft serviced, reports prepared, acres of forest maintained, number of cases processed, etc.).
- (6) Element - a discrete and homogeneous agency activity or organizational unit where output relationships exist (i.e., for a given input there is a representative output). An example of an element is an agency activity or organizational unit covered by any one of four measurement system types, namely: (a) planning measures, (b) unit costs, (c) work measurement, or (d) productivity measurement.

F. Some criteria for selecting output

We have developed a list of criteria which can be used as a guide for selecting output. This list is intended only as a guide. It does not contain all criteria and its use is optional. Following is a list of attributes which may be considered criteria for defining output.

- . Mutually exclusive
- . Can be counted and process definable
- . Usually uniform over time
- . Final or public benefit oriented
- . Part of organizational element (mission oriented)
- . Quality can be defined
- . Data readily available
- . Valid measure of output
- . Able to measure output change

If you have questions or comments relative to output definitions feel free to contact the project staff.

SECTION IIIIllustrative Example

The example consists of a completed element data package (as described in Section II).

The description of mission, definition of output and output measures for Part 1 is shown in Exhibit III-1. Through a nonexistent Department of A, Element BC, the data for inputs and outputs (Part 2) are illustrated in Exhibit III-2. The support data (Part 3) is shown in Exhibit III-3.

EXHIBIT III-1

Department of A, Element BC

Mission Supply C & E services, repair items A & B, and print item D.

<u>Activity</u>	<u>Process/Objective</u>	<u>Output Measure</u>
1. Repair A	Inspect, disassemble, clean and assemble	Number of units repaired
2. Repair B	Disassemble, modify, and assemble	Number of units repaired
3. Service C	Clean and paint	Number of sq. ft. painted
4. Print D	Set up, print, cut and paste	Number of units printed
5. Service E	Deliver packages to customers	Number of articles delivered

APPENDIX A

EXHIBIT III-2Department of A: Element BC

<u>No.</u>	<u>Output Title</u>	<u>Input Data</u>		
		<u>No. of Output Units</u>	<u>Man-years expended</u>	<u>Personnel Compensation \$ (000)</u>
		<u>FY 1967</u>		
Measured Outputs				
1.	Item A	246	1,428	11,424
2.	Item B	1,212	672	5,712
3.	Service C	13,280	854	8,540
4.	Item D	755	1,208	10,268
5.	Service E	<u>100,560</u>	<u>10,356</u>	<u>103,560</u>
	TOTAL		<u>14,518</u>	<u>139,504</u>
6.	Non-measured Output		2,800	28,000
7.	Administrative Support		<u>3,000</u>	<u>30,000</u>
	TOTAL		<u>20,318</u>	<u>197,504</u>
		<u>FY 1968</u>		
Measured Outputs				
1.	Item A	304	1,772	15,062
2.	Item B	1,020	580	5,046
3.	Service C	14,498	860	9,030
4.	Item D	775	1,240	10,788
5.	Service E	<u>106,420</u>	<u>10,638</u>	<u>111,699</u>
	TOTAL		<u>15,090</u>	<u>151,625</u>
6.	Non-Measured Outputs		3,000	31,500
7.	Administrative Support		<u>3,200</u>	<u>34,860</u>
	TOTAL		<u>21,290</u>	<u>217,985</u>

EXHIBIT III-2

Department of A: Element BC

<u>No.</u>	<u>Output Title</u>	<u>Input Data</u>		
		<u>No. of Output Units</u>	<u>Man-years expended</u>	<u>Personnel Compensation \$(000)</u>
Measured Outputs		<u>FY 1969</u>		
1.	Item A	355	1,898	16,513
2.	Item B	1,005	574	5,109
3.	Service C	14,707	882	9,526
4.	Item D	790	1,256	11,178
5.	Service E	<u>110,730</u>	<u>10,957</u>	<u>118,336</u>
	TOTAL		<u>15,567</u>	<u>160,662</u>
6.	Non-measured Outputs		3,050	32,940
7.	Administrative Support		<u>3,300</u>	<u>35,640</u>
	TOTAL		<u>21,917</u>	<u>229,242</u>
Measured Outputs		<u>FY 1970</u>		
1.	Item A	380	2,025	18,023
2.	Item B	832	433	4,850
3.	Service C	15,022	902	10,373
4.	Item D	810	1,278	11,885
5.	Service E	<u>142,230</u>	<u>11,110</u>	<u>127,765</u>
	TOTAL		15,748	172,896
6.	Non-Measured Outputs		3,100	34,100
7.	Administrative Support		<u>3,400</u>	<u>37,400</u>
	TOTAL		<u>22,248</u>	<u>244,396</u>

APPENDIX A

EXHIBIT III-2Department of A: Element BC

<u>Output</u>		<u>Input Data</u>		
<u>No.</u>	<u>Title</u>	<u>No. of Output Units</u>	<u>Man-years expended</u>	<u>Personnel Compensation \$(000)</u>
Measured Outputs		<u>FY 1971</u>		
1.	Item A	462	2,526	22,987
2.	Item B	618	320	1,440
3.	Service C	15,720	920	10,580
4.	Item D	825	1,303	12,117
5.	Service E	<u>150,310</u>	<u>11,420</u>	<u>131,330</u>
	TOTAL		16,489	178,454
6.	Non-Measured Outputs		3,300	37,950
7.	Administrative Support		<u>3,500</u>	<u>40,250</u>
	TOTAL		<u>23,289</u>	<u>256,654</u>

EXHIBIT III-3SUPPORT DATADEPARTMENT A: ELEMENT BC

Question 1: For some outputs the average time/unit can vary significantly due to change of product mix from year to year. Identify such outputs by title and show the typical low and high time/unit values.

Answer:	Man-years/Unit	
	<u>Low</u>	<u>High</u>
1. Item A	3.0	12.0
2. Item B	0.1	1.5

Question 2: Indicate the total elapsed time required to complete the measured outputs (i.e., overall cycle time of each output).

Answer: Output 1 - 6 weeks
 Output 2 - 3 weeks
 Output 3 - 1 week
 Output 4 - 3 weeks
 Output 5 - 2 weeks

Question 3: Has the quality or function of the outputs changed during the time period? if yes, describe the nature of the change and when it occurred by output.

Answer: Yes. Output #3 quality increased +.02 man-years/unit in 1970. Additional coat of paint required.

Question 4: Have there been any major capital expenditures during the time period? If yes, describe the impact on the output and when it occurred, and indicate the dollar value by year.

Answer: Yes. 1969 - \$25,000; 1970 - \$45,000 for output #4. Productivity increased in 1970.

EXHIBIT III-3 (Continued)

SUPPORT DATA

DEPARTMENT A: ELEMENT BC

Question 5: Describe the content of the output(s) for which no measures exist.

Answer: Research level of effort in support of all product and service improvement.

Question 6: Describe the data source for Exhibit II-2.

Answer: The output count is derived from a workload reporting system.

The input manyears is year end positions adjusted for part-time employment.

The dollar figures are actual expenditures during the fiscal year.

Question 7: Has any part of the quantity shown for an output been supported by a contractor? If yes, show contractor manyears and wages to extent of available data and explain. Other contractor manyear or wage data are not required.

Answer: No contracting of any output.

SECTION IVTimetableA. ScheduleOverall Goal

April 30, 1972 Develop Productivity Indices

Interim Targets

December 29, 1971 Agency submits Potential Element Coverage

January 6 & 10, 1972 Orientation to agency element personnel (Methodology, Data Package Requirements, Timetable)

January 21, 1972 Element definitions submitted (Part 1)

February 14, 1972 Input/output data submitted (Part 2)

February 21, 1972 Computer-based element summary submitted to Agency for review.

February 28, 1972 Support data submitted (Part 3)
 Note: A request for additional support data--Part 4--was made after this instruction package was prepared.¹

Orientations to be held in Room 7311, GAO Building, 441 G Street, N.W., Washington, D.C.

B. Submission Procedure

The element data package will be submitted through the agency principal for forwarding to the productivity project

¹Part 4 requested explanations of man-year productivity variations exceeding 5 percent between consecutive years or between productivity measured by man-years and compensation in the same year.

APPENDIX A

team on or before the target date. A computer summarization of results prepared by the project team will be provided to the agency element for review and interpretation of results (within one week after submission of Part 2).

C. Technical Assistance

Questions concerning the element data package instructions should be directed to the agency principal unless arrangements are made to have direct contact with the team. Technical assistance will be provided as needed by a project team member.

D. Project Mailing Address

John Moundalexis, U.S. General Accounting Office,
441 G Street, N.W., Room 6022-C, Washington, D.C. 20212 or
Stop #308 (Phone: 386-4241).

APPENDIX B

LIST OF AGENCY ACTIVITIES AND OUTPUT MEASURES

DEPARTMENT OF AGRICULTURE

ACTIVITY:

STORAGE MANAGEMENT
 MANAGEMENT PROJECTS AND STUDIES
 TARIFFS AND SECTION 22 QUOTATIONS
 TORACCO ALLOTMENT
 AUDIT OF TONNAGE
 PERIODIC STORAGE PAYMENT
 SETTLEMENTS
 MAIL AND MESSENGER SERVICE
 PAYMENT OF CHARGES, OTHER SERVICES
 CCC RINS AND EQUIPMENT
 LOADING ORDERS ISSUED
 RECORDATION OF TRANSIT
 RECONCENTRATION ORDERS ISSUED, COTTON
 DELIVERIES
 FREIGHT PAYMENTS, ALL COMMODITIES
 POST AUDIT, FREIGHT BILLS
 PUBLIC LAW 480
 EXPORT PAYMENT
 COMMERCIAL STORAGE, WAREHOUSE COTTON
 COMMERCIAL STORAGE, WAREHOUSE OTHER
 CCC STORAGE
 PURCHASES
 PURCHASE PAYMENTS
 SALES AND DONATIONS, COTTON
 SALES AND DONATIONS, GRAIN
 SALES AND DONATIONS, PROCESSED COMMODITIES
 RECORD MANAGEMENT
 PROOF OF EXPORTATION, COTTON
 FINAL SETTLEMENT, COTTON SALES
 COTTON CATALOGUE
 FREIGHT FORWARDING
 COMMODITY LOANS MADE, GRAIN
 COMMODITY LOANS, COTTON FORM A
 COTTON LOANS, COTTON FORM G
 STORAGE FACILITY AND EQUIPMENT LOANS
 CERTIFICATE OF INTEREST
 COMMODITY LOANS REPAID, GRAIN
 COMMODITY LOANS REPAID, COTTON
 STORAGE FACILITY AND EQUIPMENT LOANS REPAID
 COMMODITY ACQUISITION, FARM STORED
 COMMODITY ACQUISITION, WAREHOUSE STORED, GRAIN
 COMMODITY ACQUISITION WAREHOUSE STORED, COTTON FORM A
 COMMODITY ACQUISITION, WAREHOUSE STORED COTTON FORM G
 SETTLEMENTS ON PRODUCERS CLAIMS
 ALLOCATION OF RECONCENTRATION CHARGES
 SIGHT DRAFTS & CERTIFICATES
 WHEAT CERTIFICATE PROGRAM

OUTPUT MEASURE:

DOCUMENTS PROCESSED
 REPORTS COMPLETED
 QUOTATIONS MADE
 REPORTS COMPLETED
 CARLOTS PROCESSED
 INVOICES PROCESSED
 CARLOTS PROCESSED
 PIECES OF MAIL HANDLED
 INVOICES PROCESSED
 TRANSACTIONS PROCESSED
 CARLOTS PROCESSED
 FREIGHT BILLS PROCESSED
 BALES PROCESSED
 CARLOT DELIVERY RECEIPTS PROCESSED
 FREIGHT BILLS PROCESSED
 FREIGHT BILLS PROCESSED
 SUPPLIERS INVOICES AUDITED
 APPLICATIONS FOR PAYMENT HANDLED
 COTTON WAREHOUSE RECEIPTS PROCESSED
 OTHER WAREHOUSE RECEIPTS PROCESSED
 LINE ITEMS ON TRANSACTIONS FORMS COMPLETED
 CARLOTS PROCESSED
 CARLOTS PROCESSED
 CARLOTS PROCESSED
 CARLOTS PROCESSED
 LOTS PROCESSED
 JOBS COMPLETED
 BALES PROCESSED
 BALES PROCESSED
 MATS PROCESSED
 SHIPPING AUTHORIZATIONS COMPLETED
 NOTES PROCESSED
 NOTES PROCESSED
 G-2 SUMMARY LINES ENTERED
 DRAFTS PROCESSED
 CERTIFICATES PROCESSED
 ITEMS ENTERED ON FORM CCC-500
 ITEMS ENTERED ON FORM CCC-813
 ITEMS ENTERED ON FORM CCC-500
 SETTLEMENT DOCUMENTS PROCESSED
 WAREHOUSE RECEIPTS PROCESSED
 BALES PROCESSED
 BALES PROCESSED
 ENTRIES OF FORMS CCC 17A, CCC 364-365
 BALES PROCESSED
 DRAFTS AND CERTIFICATES PROCESSED
 COMPLETED CERTIFICATES PROCESSED

FIELD CONTACTS
 PEANUT INSPECTION CERTIFICATES
 REGULAR REPORTS
 SPECIAL REPORTS
 CLAIMS
 WHEEL APPLICATIONS AND REPORTING
 ACCOUNTS RECEIVABLE
 CASH RECEIPTS
 ANALYSIS PROGRAMS
 PROGRAMMING PROGRAMS
 LOG ENTRY COMPUTER OPERATIONS
 FIRMS EMPLOYMENT
 PLANNING AND APPLICATION ASSISTANCE
 SOIL MAPPING
 PLANNING AND APPLICATION ASSISTANCE
 PROJECT INVESTIGATION AND PLANNING
 INSTALLATION SERVICES
 SOIL SURVEY ACTIVITIES
 PROJECT INVESTIGATIONS AND PLANNING
 SOIL MAPPING
 PLANNING AND APPLICATION ASSISTANCE
 INSTALLATION SERVICES
 SOIL SURVEY ACTIVITIES
 SOIL MAPPING
 PLANNING AND APPLICATION ASSISTANCE
 INSTALLATION SERVICES
 SOIL SURVEY ACTIVITIES
 ROAD OPERATIONAL PROJECTS
 SNOW SURVEYS
 PLANNING AND APPLICATION ASSISTANCE
 PROGRAM AND CONTRACT ADMINISTRATION
 PROJECT INVESTIGATIONS AND PLANNING
 MAKING AND SERVICING OF LOANS
 COORDINATION
 RIVER BASIN INVESTIGATIONS, ANALYSES, & INTER-AGENCY
 OPERATION OF PLANT MATERIAL CENTER
 SOIL MAPPING
 SUPPORTING SOIL SURVEY ACTIVITIES

CONTACT REPORTS COMPLETED
 DAILY REPORTS PROCESSED
 REPORTS COMPLETED
 REPORTS COMPLETED
 REGISTERS MAINTAINED
 APPLICATIONS FOR PAYMENT PROCESSED
 ITEMS ENTERED
 CASH ITEMS PROCESSED
 PROGRAMS MAINTAINED
 PROGRAMS MAINTAINED
 LOG ENTRIES PROCESSED
 FORMS SF-52, AD 352 PROCESSED
 SERVICES PROVIDED
 SOIL MAPPING (ACRES)
 SERVICES PROVIDED
 SURWATERSHED WORK PLANS COMPLETED
 DEFLATED VALUE OF CONSTRUCTION CONTRACTS
 SOIL SURVEY REPORTS (UNIT ONE-TENTH OF A REPORT)
 WATERSHED WORK PLANS COMPLETED
 SOIL MAPPING (ACRES)
 SERVICES PROVIDED
 DEFLATED VALUE OF CONSTRUCTION CONTRACTS AND PROJECT AGREEMENTS
 SOIL SURVEY REPORTS (UNIT ONE-TENTH OF A REPORT)
 SOIL MAPPING (ACRES)
 SERVICES PROVIDED
 DEFLATED VALUE OF CONTRACT COST AND PROJECT AGREEMENTS
 SOIL SURVEY REPORTS (UNIT ONE-TENTH OF A REPORT)
 ROAD OPERATIONAL PROJECTS COMPLETED
 SNOW SURVEY FORECASTS ISSUED
 SERVICES PROVIDED
 CONTRACTS ADMINISTERED
 PLANS COMPLETED AND AUTHORIZED FOR OPERATIONS
 WEIGHTED WORK UNITS OF LOANS MADE AND SERVICED
 CAPACITY FOR PERSONS AT ONE TIME
 RIVER BASIN STUDIES UNDERWAY
 PLANT ACCESSIONS UNDER OBSERVATION
 SOIL MAPPING (ACRES)
 SOIL SURVEY REPORTS SENT TO G.P.O.

ATOMIC ENERGY COMMISSION

ACTIVITY:

CAMERA & PLATE MAKING
 PRESS
 RINDING
 PHOTOCOPY SERVICE
 ABSTRACTING AND INDEXING

OUTPUT MEASURE:

PAGES PROCESSED AND PLATES MADE
 PRINTED PAGES
 COPIES OF DOCUMENTS BOUND
 PAGES REPRODUCED
 ABSTRACTS REVIEWED

DEPARTMENT OF COMMERCE

ACTIVITY:

PATENT APPLICATION EXAMINATION
 TRADEMARK APPLICATION EXAMINATION
 WEATHER OBSERVATIONS
 PUBLIC WORKS GRANTS AND LOANS
 AGF SEARCH
 SALES AND ORDER PROCESSING
 PRESERVATION OF RETAINED SHIPS
 PREPARE AERONAUTICAL CHARTS
 ESTABLISH GEOGRAPHIC POSITION
 ESTABLISH GEOGRAPHIC ELEVATION

OUTPUT MEASURE:

PATENT DISPOSALS
 TRADEMARK DISPOSALS
 NUMBER OF OBSERVATIONS TAKEN
 NUMBER OF GRANTS AND LOANS APPROVED
 CASES COMPLETED
 NUMBER OF SALES ORDERS PROCESSED
 RETAINED SHIPS PRESERVED
 AERONAUTICAL CHARTS PUBLISHED
 TRIANGULATION STATIONS ESTABLISHED
 BENCHMARKS ESTABLISHED

DEPARTMENT OF AIR FORCE

ACTIVITY:

MATERIAL MANAGEMENT OPERATIONS
 MANUAL PROCESSING OF REQUISITIONS
 RECEIPT
 PACKING
 BULK ISSUE
 BIN ISSUE
 SHIPPING
 CARE OF MATERIAL IN STORAGE
 REWAREHOUSING
 PRESERVATION AND PACKING
 CONTAINER ASSEMBLY OR MANUFACTURE
 UNIT AND SFT ASSEMBLY
 INVENTORY
 REQUISITION PROCESSING
 OTHER STOCK CONTROL OPERATIONS
 BASE COMMODITY AVERAGE LINE ITEM
 FREIGHT
 PASSENGER
 HOUSEHOLD GOODS
 AIR PASSENGERS
 AIR CARGO
 RECEIPT R/I
 PROPERTY CONTROL
 MARKETING
 PROCUREMENT PLANNING
 AIRCRAFT REPAIR AND MODIFICATION
 ENGINE REPAIR
 MISTR (COMPONENT ITEM REPAIR)
 MISSILES

OUTPUT MEASURE:

SUPPLY ACTIONS INITIATED
 REQUISITIONS PROCESSED MANUALLY
 LINE ITEMS PROCESSED
 FINAL SHIPPING CONTAINERS PACKED
 LINE ITEMS PROCESSED
 LINE ITEMS PROCESSED
 LINE ITEMS PROCESSED
 LINE ITEMS IN STORAGE
 LINE ITEMS MOVED
 QUANTITY OF PACKAGES
 ITEMS MANUFACTURED
 ITEMS ASSEMBLED OR DISASSEMBLED
 LINE ITEMS COUNTED
 LINE ITEMS PROCESSED
 STOCK ITEMS MAINTAINED
 LINE ITEMS STOCKED
 LINE ITEMS SHIPPED AND RECEIVED
 TRANSPORTATION REQUESTS ISSUED
 APPLICATIONS WITH COMPLETED ACTION
 PASSENGER AUTHORIZATIONS PROCESSED
 SHORT TONS IN AND OUT
 LINE ITEMS RECEIVED
 LINE ITEMS SHIPPED AND REPAIRED
 LINE ITEMS DELIVERED
 LINE ITEMS PROCESSED
 AIRCRAFT PROCESSED BY PROGRAM
 ENGINES COMPLETED BY PROGRAM
 COMPONENT ITEMS COMPLETED
 MISSILES PROCESSED BY PROGRAM

DEPARTMENT OF THE NAVY

ACTIVITY:

ACTIVE DUTY MILITARY PERSONNEL PAYROLL
 RESERVE PERSONNEL PAYROLL
 TRAVEL VOUCHER PROCESSING
 PUBLIC VOUCHER PROCESSING
 ALLOTMENT ADMINISTRATION
 RETIRED PERSONNEL AND SURVIVORS PAYROLL
 MARINE CORPS DISBURSING RECORDS EXAMINATION
 ADMINISTRATIVE, FISCAL AND LOGISTICAL SUPPORT
 CIVILIAN PERSONNEL MANAGEMENT PROGRAM
 NAVAL MATERIAL HANDLING
 ACTIVE DUTY PERSONNEL PAY ACCOUNTS ADMINISTRATION
 RETIRED PERSONNEL PAY ACCOUNTS ADMINISTRATION
 PUBLIC FUNDS DISBURSEMENT
 PAY AND BOND ALLOTMENT ADMINISTRATION
 COMMERCIAL ACCOUNT ADMINISTRATION
 NAVAL AIRCRAFT REWORK
 ENGINE OVERHAUL
 AIRCRAFT ENGINE REPAIR
 F/J (REPARABLE) AIRCRAFT COMPONENTS REWORK
 REFUSE COLLECTION AND DISPOSAL
 UTILITY PRODUCTION
 GROUP A VEHICLE MAINTENANCE
 GROUP G VEHICLE MAINTENANCE
 UTILITY PRODUCTION
 MK 82 BOMB PRODUCTION
 AMMUNITION PROCESSING
 SHIP OVERHAUL

OUTPUT MEASURE:

ACCOUNTS SERVICED (MONTHLY AVERAGE)
 ACCOUNTS SERVICED (MONTHLY AVERAGE)
 VOUCHERS PROCESSED (FY TOTAL)
 PUBLIC VOUCHERS PROCESSED (FY TOTAL)
 ALLOTMENT ACCOUNTS SERVICED (MONTHLY AVERAGE)
 ACTIVE ACCOUNTS SERVICED (MONTHLY AVERAGE)
 ACCOUNTS PLACED IN MASTER FILE
 CENTER PERSONNEL SERVICED (MONTHLY AVERAGE)
 CENTER CIVILIAN PERSONNEL SERVICED (MONTHLY AVERAGE)
 LINE ITEMS RECEIVED, STORED AND ISSUED
 ACTIVE DUTY PAY RECORDS MAINTAINED (MONTHLY AVERAGE)
 RETIRED PAY ACCOUNTS IN FORCE (MONTHLY AVERAGE)
 TREASURY CHECKS ISSUED
 ALLOTMENTS IN FORCE (MONTHLY AVERAGE)
 DEALERS INVOICES PAID
 AIRCRAFT COMPLETED
 ENGINES OVERHAULED
 ENGINES REPAIRED
 F/J COMPONENTS COMPLETED
 CURIC YARDS OF REFUSE COLLECTED AND DISPOSED OF
 BTIS GENERATED
 SEDANS MAINTAINED
 1/2-TON TRUCKS MAINTAINED
 KWHS GENERATED
 MK 82 BOMBS PRODUCED
 SHORT TONS HANDLED
 PRODUCTION EARNED MAN DAYS

DEPARTMENT OF ARMY

ACTIVITY:

PROFESSIONAL EDUCATION
 PATIENT CARE IN ARMY FACILITIES
 SERVICE ACADEMY
 OVERSEA EDUCATION OF DEPENDENTS
 CENTRAL PROCUREMENT
 SUPPLY DEPOT OPERATIONS
 WATERPORT OPERATION (NONINDUSTRIALLY FUNDED)
 MATERIAL MAINTENANCE
 BASE SERVICES
 SUPPLY OPERATIONS
 PERSONNEL SUPPORT
 OPERATION OF UTILITIES
 OTHER ENGINEERING SUPPORT
 ADMINISTRATION
 REAL PROPERTY MAINTENANCE

OUTPUT MEASURE:

AVERAGE DAILY NUMBER OF STUDENTS
 HEALTH CARD COMPOSITE UNIT
 AVERAGE NUMBER OF STUDENTS
 AVERAGE MEMBERSHIP
 PROCUREMENT ACTIONS EXECUTED
 SHORT TONS RECEIVED AND SHIPPED
 MEASUREMENT TONS HANDLED
 END ITEMS PROCESSED
 POPULATION SERVED
 POPULATION SERVED
 POPULATION SERVED
 POPULATION SERVICED, RESIDENT
 SQUARE FEET OF BUILDING FLOOR SPACE MAINTAINED
 POPULATION SERVED
 SQUARE FEET OF FLOOR AREA

SUPPLY MANAGEMENT OPERATION (ICP)
 RECRUITING AND EXAMINING
 AIRCRAFT MAINTENANCE
 COBRA HELICOPTER MAINTENANCE
 CHINOOK HELICOPTER MAINTENANCE
 ILLINOIS HELICOPTER MAINTENANCE
 RAVEN HELICOPTER MAINTENANCE
 CAYUSE HELICOPTER MAINTENANCE
 OTHER HELICOPTER MAINTENANCE
 HELICOPTER TURBINE ENGINE MAINTENANCE
 M42 ANTI AIRCRAFT GUN MAINTENANCE
 155 MM HOWITZER MAINTENANCE (SELF PROPELLED)
 105 MM HOWITZER MAINTENANCE (SELF PROPELLED)
 8 INCH HOWITZER MAINTENANCE (SELF PROPELLED)
 175 MM GUN MAINTENANCE (SELF PROPELLED)
 155 MM HOWITZER MAINTENANCE (TOWED)
 105 MM HOWITZER MAINTENANCE (TOWED)
 GROUND RADAR MAINTENANCE
 RADIO TRANSMITTER MAINTENANCE
 RADIO RECEIVER MAINTENANCE
 RADIO RECEIVER TRANSMITTER MAINTENANCE
 RADIO SET MAINTENANCE
 M 48 TANK MAINTENANCE
 M 60 TANK MAINTENANCE
 MEDIUM TRUCK TRACTOR MAINTENANCE
 MOTORIZED HIGHWAY GRADER MAINTENANCE
 M113 ARMORED PERSONNEL CARRIER MAINTENANCE
 M114 CREW CARRIER MAINTENANCE
 HAWK MISSILE MAINTENANCE
 OTHER MISSILE MAINTENANCE
 FIVE TON TRUCK MAINTENANCE
 2 1/2 TON TRUCK MAINTENANCE

ACTIONS PROCESSED
 PERSONS EXAMINED
 AIRCRAFT REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HELICOPTER TURBINE ENGINES REPAIRED, OVERHAULED
 GUNS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HOWITZERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HOWITZERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HOWITZERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HOWITZERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 GUNS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HOWITZERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 HOWITZERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 RADAR SETS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 RADIO TRANSMITTERS REPAIRED, OVERHAULED CONVERTED
 RADIO RECEIVERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 RECEIVER-TRANSMITTERS REPAIRED, OVERHAULED CONVERTED
 RADIO SETS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 M48 TANKS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 M60 TANKS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 MEDIUM TRUCK TRACTORS REPAIRED, OVERHAULED CONVERTED
 MOTORIZED HIGHWAY GRADERS REPAIRED, OVERHAULED CONVERTED
 M113 ARMORED PERSONNEL CARRIERS REPAIRED, OVERHAULED
 M114 CREW CARRIERS REPAIRED, OVERHAULED CONVERTED
 HAWK MISSILES REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 OTHER MISSILES REPAIRED, OVERHAULED CONVERTED OR RENOVATED
 FIVE TON TRUCKS MAINTAINED
 2 1/2 TON TRUCKS MAINTAINED

DEPARTMENT OF DEFENSE

ACTIVITY:

PROCUREMENT
 MATERIAL MANAGEMENT
 DEPOT OPERATIONS
 CONTRACT ADMINISTRATION
 CONTRACT QUALITY ASSURANCE
 CONTRACT PROCESSING
 PERSONNEL SUPPLY CENTER

OUTPUT MEASURE:

PROCUREMENT ACTIONS COMPLETED (AWARDS)
 REQUISITIONS PROCESSED
 LINE ITEMS RECEIVED AND SHIPPED
 CONTRACTS ON HAND
 DEFLATED DOLLAR VALUE OF MATERIAL INSPECTED
 INVOICES COMPLETED
 DEFLATED DOLLAR VALUE OF REVENUE EARNED

DEPARTMENT OF TRANSPORTATION

ACTIVITY:

SEARCH AND RESCUE
DOMESTIC ICERREAKING
SHORT RANGE AIDS TO NAVIGATION

LORAN A
LORAN C
BRIDGE ADMINISTRATION
FLIGHT SERVICE STATIONS
AIRPORT TERMINALS

OUTPUT MEASURE:

RESPONSES TO SEARCH AND RESCUE CASES
MILES OF TRACK OPENED THROUGH ICE
FLOATING, FIXED, SHORT RANGE ELECTRONIC AND PHYSICAL AIDS
ADMINISTERED
LORAN A COVERAGE (MILLIONS OF SQUARE MILES)
LORAN C COVERAGE (MILLIONS OF SQUARE MILES)
BRIDGE PERMITS AND REGULATIONS PROCESSED
SERVICES PROVIDED
AIRCRAFT SERVICES RENDERED

GENERAL SERVICES ADMINISTRATION

ACTIVITY:

CLEANING, GOVERNMENT-OWNED SPACE
CLEANING, LEASED SPACE
PROTECTION, GOVERNMENT-OWNED SPACE
PROTECTION, LEASED SPACE
MECHANICAL MAINTENANCE, GOVERNMENT-OWNED SPACE
MECHANICAL MAINTENANCE, LEASED SPACE
PAY INVOICES
PAY EMPLOYEES
MAKE BILLINGS
LEASE ACQUISITION
SITE ACQUISITION
ASSIGNMENT
INFORMATION SERVICES
ARCHIVES AND RECORDS
MANUSCRIPTS
AUDITS
INVESTIGATIONS
EMPLOYMENT
COMPENSATION
EMPLOYEE RELATIONS
TRAINING
OPERATIONAL MANAGEMENT
MOTOR EQUIPMENT
TELECOMMUNICATIONS OPERATIONS
DISTRIBUTION OPERATIONS
SUPPORT OF OVERSEAS ACTIVITIES
RETURNS ACTIVITY

OUTPUT MEASURE:

AVERAGE SQUARE FEET CLEANED
AVERAGE SQUARE FEET CLEANED
AVERAGE SQUARE FEET PROTECTED
AVERAGE SQUARE FEET PROTECTED
AVERAGE SQUARE FEET OF AREA OF JURISDICTION
AVERAGE SQUARE FEET OF AREA OF JURISDICTION
INVOICES PAID
EMPLOYEES PAYROLLED
BILLS MAILED
LEASES ACQUIRED
PARCELS ACQUIRED
ASSIGNMENTS MADE
INFORMATION SERVICES PROVIDED
CUBIC FEET ADMINISTERED
PAGES PROCESSED
AUDITS COMPLETED
CASES PROCESSED
EMPLOYMENT ACTIONS COMPLETED
COMPENSATION ACTIONS COMPLETED
EMPLOYEE RELATIONS ACTIONS COMPLETED
MANHOURS OF TRAINING FOR GSA EMPLOYEES
AGENCY ASSISTANCE ACTIONS
DEFLATED DOLLARS RECEIVED
DEFLATED DOLLARS RECEIVED
DEFLATED DOLLAR VALUE OF STORES STOCK SHIPMENTS
DEFLATED DOLLAR VALUE OF EXPORT PACKING
DEFLATED DOLLAR VALUE OF RETURNED SUPPLIES

HEALTH INSURANCE (MEDICARE)
 HEALTH INSURANCE (MEDICARE)
 HEALTH INSURANCE (MEDICARE)
 HEALTH INSURANCE (MEDICARE)
 HEALTH INSURANCE (MEDICARE)
 HEALTH INSURANCE (MEDICARE)
 HEALTH INSURANCE (MEDICARE)
 HEALTH INSURANCE (MEDICARE)
 HEALTH INSURANCE (MEDICARE)
 HEALTH INSURANCE (MEDICARE)
 HEALTH INSURANCE (MEDICARE)
 HEALTH INSURANCE (MEDICARE)
 ACCOUNT NUMBER AND MAINTENANCE FUNCTIONS
 ACCOUNT NUMBER AND MAINTENANCE FUNCTIONS
 ACCOUNT NUMBER AND MAINTENANCE FUNCTIONS
 ACCOUNT NUMBER AND MAINTENANCE FUNCTIONS
 ACCOUNT NUMBER AND MAINTENANCE FUNCTIONS
 HOSPITALIZATION
 OUTPATIENT VISITS
 CONTRACT MEDICAL CARE
 HOSPITALIZATION
 OUTPATIENT CARE

APPLICATIONS PROCESSED
 ITEMS PROCESSED
 BILLS POSTED
 BILLS POSTED
 CHANGES PROCESSED
 ITEMS PROCESSED
 NOTICES PROCESSED
 CLAIMS PAID
 INVESTIGATIONS CONDUCTED
 REQUESTS PROCESSED
 CLAIMS PROCESSED
 INQUIRIES ANSWERED
 NOTICES PROCESSED
 APPLICATIONS PROCESSED
 APPLICATIONS PROCESSED
 ITEMS POSTED
 FOLDERS PROCESSED
 REQUESTS ISSUED
 PATIENT DAYS (LENGTH OF STAY)
 OUTPATIENT VISITS
 PATIENT DAYS (LENGTH OF STAY) OUTPATIENT VISITS
 PATIENT DAYS
 OUTPATIENT VISITS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

ACTIVITY:

HOME MORTGAGE
 MULTIFAMILY MORTGAGES
 ACCOUNTING BR, HOME PROPERTY AND NOTES
 ACCOUNTING BR, MULTIFAMILY PROPERTY AND NOTES
 ACCOUNTING BR, REGULAR INSURANCE PROGRAM
 ACCOUNTING BR, ASSISTANCE & INTEREST REDUCTION PAYMENTS
 ACQUIRED HOME PROPERTY BR, TAX PROCUREMENT AND PAYMENT
 ACQUIRED HOME PROPERTY BR, INITIAL PROPERTY ACCOUNTING
 ACQUIRED HOME PROPERTY SALES
 ACQUIRED HOME PROPERTY FILES
 MORTGAGE SERVICING BR, PURCHASE MONEY MORTGAGE
 MORTGAGE SERVICING BR, ASSIGNED MORTGAGES
 HOME MORTGAGE BR, RECORD CHANGES AND CORRESPONDENCE
 HOME MORTGAGE BR, TERMINATIONS
 HOME MORTGAGE BR, MMI DISTRIBUTION
 HOME MORTGAGE BR, CORRESPONDENCE
 HOME MORTGAGE BR, CORRESPONDENCE
 MULTIFAMILY MORTGAGE BR, INSURED SERVICING
 MULTIFAMILY MORTGAGE BR, SERVICING COMMISSIONER-OWNED
 MULTIFAMILY MORTGAGE BR, COMMISSIONER-OWNED PROPERTIES
 TITLE I BR, TITLE I LOANS
 TITLE I BR, CLAIMS
 TITLE I BR, ADJUSTMENTS

OUTPUT MEASURE:

HOME MORTGAGES EXAMINED
 MULTIFAMILY MORTGAGES EXAMINED
 ACQUIRED HOME PROPERTIES AND ASSIGNED MORTGAGES
 MULTIFAMILY PROPERTIES AND ASSIGNED MORTGAGES
 INSURED MORTGAGES
 HOUSING SURSIDY PAYMENTS MADE
 ACQUIRED HOME PROPERTIES
 ACQUIRED HOME PROPERTIES AND ASSIGNED MORTGAGES
 ACQUIRED HOME PROPERTIES SOLD
 ACQUIRED HOME PROPERTIES AND ASSIGNED MORTGAGES
 ACQUIRED HOME PROPERTIES AND ASSIGNED MORTGAGES
 ACQUIRED HOME PROPERTIES AND ASSIGNED MORTGAGES
 INSURED MORTGAGES
 INSURED MORTGAGES
 MUTUAL MORTGAGES INSURED PARTICIPATION PAYMENTS MADE
 ACQUIRED HOME PROPERTIES ASSIGNED MORTGAGES; INSURED
 MORTGAGES
 INSURED MULTIFAMILY MORTGAGES
 SECRETARY-OWNED MORTGAGES
 SECRETARY-OWNED PROPERTIES
 INSURED TITLE I LOANS
 TITLE I CLAIMS PAID
 INSURED TITLE I LOANS

INSURANCE BENEFITS BR, SERVICING CORRESPONDENCE AND RECORDS	MORTGAGE INSUR CLAIMS PAID & HOUSING SUBSIDY PAYMENTS MADE
INSURANCE BENEFITS BR, HOMES	HOME MORTGAGE INSURANCE CLAIMS PAID
INSURANCE BENEFITS BR, PROJECTS	MULTIFAMILY INSURANCE CLAIMS PAID
INSURANCE BENEFITS BR, ASSISTANCE PAYMENTS	HOUSING SUBSIDY PAYMENTS MADE
DIVERSIFIED PAYMENT BR, PROPERTY EXPENSE VOUCHERS	VOUCHERS PAID
DIVERSIFIED PAYMENTS BR, PROPERTY EXPENSE, VOUCHERS	VOUCHERS PAID
DIVERSIFIED PAYMENTS BR, ASS PAY&INTEREST REDUCTION PAY	SURSIDY VOUCHERS PAID
DIVERSIFIED PAYMENTS BR, ASS & INTEREST REDUCTION PAYMENTS	SURSIDY VOUCHERS PAID
RECEIPTS BR, PROCESSING MISCELLANEOUS SCHEDULES	INSURED MORTGAGES
RECEIPTS BR, FIELD PROCESSING APPLICATIONS	NEW MORTGAGES INSURED
RECEIPTS BR, TITLE I RECOVERIES, REMITTANCES PROCESSED	COLLECTION OF DEFAULTED NOTES
RECEIPTS BR, PROCESSING RECONCILEMENTS	INSURED MORTGAGES
RECEIPTS BR, PROCESSING MORTGAGE RECORD CHANGES	INSURED MORTGAGES
RECEIPTS BR, PROCESSING PREPAYMENT REPORTS	INSURED MORTGAGES
RECEIPTS BR, PREPARING CORRESPONDENCE	INSURED MORTGAGES
RECEIPTS BR, PROCESSING MULTIFAMILY APPLICATIONS AND BILLING	INSURED MULTIFAMILY MORTGAGES
RECEIPT BR, PROCESSING SERVICE BRANCH BILLINGS	INSURED MORTGAGES
RECEIPTS BR, PROCESSING MORTGAGE CHANGES	INSURED MORTGAGES
DEPOSITS BR, INITIAL AND RENEWAL INS PAYMENTS&FEE COLLECTION	INSURED MORTGAGES AND LOANS
DEPOSITS BR, MORTGAGE NOTE SEC, DEPOSIT OF MORTG NOTE&PREPAY	SECRETARY-HELD MORTGAGES
PREMIUMS, FEE - MORTGAGE INSURANCE	INSURED MORTGAGES
ACCOUNTING BR, MORTGAGE SERVICING SECTION, MORTGAGE SALES	SECRETARY-HELD MORTGAGES AND MORTGAGE SALES

DEPARTMENT OF THE INTERIOR

ACTIVITY:

DIRECT EDUCATION
PUBLIC SCHOOL EDUCATION
SCHOLARSHIP GRANTS
ADULT EDUCATION
SOCIAL SERVICES
HOUSING IMPROVEMENT
JOB PLACEMENT
ADULT VOCATIONAL TRAINING
LAW AND ORDER
FORESTRY
RANGE
CREDIT OPERATIONS
COMMERCIAL AND INDUSTRIAL DEVELOPMENT
ROADS MAINTENANCE
REAL PROPERTY MANAGEMENT
REAL ESTATE APPRAISALS
PLANT MANAGEMENT
CONSTRUCTION OF BUILDINGS AND UTILITIES
ROAD CONSTRUCTION
WALKS
HIKES
DAY/EVENING PROGRAM
INFORMATION, STATION OR DESK
SCHEDULED CONDUCTED TOURS

OUTPUT MEASURE:

STUDENTS ENROLLED (BIA)
INDIAN STUDENTS ENROLLED (PUBLIC SCHOOLS)
STUDENTS ASSISTED
GEO CERTIFICATES AWARDED
AVERAGE MONTHLY CASE LOAD PROCESSED
NEW (BIA) CONSTRUCTION OR RENOVATION STARTED
JOB PLACEMENTS PROCESSED
INSTITUTIONAL TRAINEES SERVED
LAW AND ORDER CASES SERVICED
TIMBER CUT (BOARD FEET)
DEFLATED GROSS DOLLAR VALUE PRODUCT MANAGED
DEFLATED DOLLAR VALUE OF NEW LOANS ISSUED
ENTERPRISES ESTABLISHED
MILES MAINTAINED
CASES COMPLETED
APPRAISALS
SQUARE FEET MAINTAINED
SQUARE FEET CONSTRUCTED
MILES CONSTRUCTED
WALKS CONDUCTED
HIKES CONDUCTED
PROGRAMS PRESENTED
INFORMATION STATION VISITORS
TOURS CONDUCTED

UNSCHEDULED CONDUCTED TOURS
 ENTRANCE STATION
 PATROLS, ROAD
 PATROLS-BOAT
 PATROLS OTHER
 FIXED STATION, GUIDE AND GUARD
 RESOURCE MANAGEMENT FOREST AND WILDLIFE
 PRIMARY SURFACED ROADWAYS
 PRIMARY GRADED ROADWAYS
 SECONDARY SURFACED ROADWAYS
 SECONDARY GRADED ROADWAYS
 LANDING STRIPS
 PRIMARY SURFACED ROADSIDES
 PRIMARY GRADED ROADSIDES
 SECONDARY SURFACED ROADSIDES
 SECONDARY GRADED ROADSIDES
 BUILDING MAINTENANCE, OTHER
 PAVED TRAIL
 GRADED TRAIL
 BUILDING OPERATION, HISTORIC
 SNOW REMOVAL
 SIGN MAINTENANCE
 SANITATION SERVICES
 CAMPGROUNDS
 BUILDING OPERATION, A & PU
 WATER AND SEWER SYSTEMS
 ELECTRICAL
 GROUNDSKEEPING
 BUILDING MAINTENANCE, HISTORIC
 BUILDING MAINTENANCE, A & PU
 BUILDING MAINTENANCE, QUARTERS
 LEGAL SERVICES
 STANDARD QUADRANGLE MAPPING
 ELECTRIC TRANSMISSION SYSTEM
 PRODUCTION OF FISH
 WHOLESALE POWER MARKETING
 WHOLESALE POWER MARKETING

TOURS CONDUCTED
 TOURIST VISITS
 PATROLS PROGRAMMED
 PATROLS PROGRAMMED
 PATROLS PROGRAMMED
 TOURIST VISITS
 ACRES PROTECTED
 MILES MAINTAINED
 MILES MAINTAINED
 MILES MAINTAINED
 MILES MAINTAINED
 MILES MAINTAINED
 MILES/ACRES MAINTAINED
 MILES/ACRES MAINTAINED
 MILES/ACRES MAINTAINED
 MILES/ACRES MAINTAINED
 SQUARE FEET MAINTAINED
 MILES MAINTAINED
 MILES MAINTAINED
 SQUARE FEET MAINTAINED
 MILES TO BE OPENED
 SIGNS MAINTAINED
 CANS HANDLED
 SITES MAINTAINED
 SQUARE FEET MAINTAINED
 GALLONS PROCESSED
 KILOWATT HOUR PROVIDED
 ACRES MAINTAINED
 SQUARE FEET MAINTAINED
 SQUARE FEET MAINTAINED
 SQUARE FEET MAINTAINED
 LEGAL MATTERS WEIGHTED BY EARNED HOUR
 1000 SQUARE MILES
 KILOWATT-HOURS DELIVERED
 POUNDS OF FISH PRODUCED
 MEGAWATTS OF POWER SOLD
 KILOWATTS PRODUCED AND SOLD

DEPARTMENT OF JUSTICE

ACTIVITY:

INSPECTION FOR ADMISSION INTO THE UNITED STATES
 ADJUDICATIONS
 DETENTION & DEPORTATION
 NATURALIZATION
 BORDER PATROL
 INVESTIGATING ALIENS' STATUS
 IMMIGRATION AND NATURALIZATION RECORDS

OUTPUT MEASURE:

INSPECTIONS COMPLETED
 ADJUDICATIONS COMPLETED
 ALIENS EXPELLED
 NATURALIZATIONS COMPLETED
 DEPORTABLE ALIENS LOCATED
 INVESTIGATIONS COMPLETED
 INDEX SEARCHES

DEPARTMENT OF LABOR

ACTIVITY:

CLAIM HANDLING
 VOUCHER EXAMINATION
 REHABILITATION CASE HANDLING
 MEDICAL CASE HANDLING
 DAILY ROLL PAYMENTS
 PERIODIC DEATH PAYMENTS
 ENROLLEE MANYEARS
 SERVICE ACCOUNTS
 COMPLIANCE WITH MINIMUM STANDARDS
 PUBLICATION OF STATISTICAL SERIES AND REPORTS

OUTPUT MEASURE:

ACTIONS HANDLED
 VOUCHERS EXAMINED
 REHABILITATION CASES HANDLED
 MEDICAL CASES HANDLED
 DAILY ROLL PAYMENTS MADE
 PERIODIC DEATH PAYMENTS MADE
 TOTAL ENROLLEES TRAINED
 ACCOUNTS SERVICED WEIGHTED FOR LEVELS OF DIFFICULTY
 PERSONS AIDED
 WEIGHTED OUTPUT INDEX OF STAT SERIES & WRITTEN MATERIALS

UNITED STATES POSTAL SERVICE

ACTIVITY:

MAIL HANDLING

OUTPUT MEASURE:

PIECES OF MAIL HANDLED

DEPARTMENT OF STATE

ACTIVITY:

NON IMMIGRANT VISA
 IMMIGRANT VISA
 MOTOR TRANSPORTATION
 DESPATCH AGENCIES
 REPRODUCTION AND DISTRIBUTION
 REPRODUCTION AND DISTRIBUTION
 REPRODUCTION AND DISTRIBUTION
 RECORDS SERVICES
 RECORDS SERVICES
 RECORDS SERVICES
 RECORDS SERVICES
 RECORDS SERVICES
 RECORDS SERVICES
 LIBRARY SERVICES
 LIBRARY SERVICES
 LIBRARY SERVICES
 LIBRARY SERVICES
 WAREHOUSE SERVICE
 LANGUAGE SERVICES
 ADMINISTRATION AND DIRECTION
 ADMINISTRATION AND DIRECTION
 ADMINISTRATION AND DIRECTION
 ACCOUNTING
 ACCOUNTING
 PAYROLLING
 PAYROLLING

OUTPUT MEASURE:

ISSUED, REFUSED AND REVALIDATED VISAS
 ISSUED AND REFUSED VISAS
 TRIPS PROVIDED
 SHIPMENTS PROCESSED
 IMPRESSIONS MADE
 SHEETS COLLATED
 DOCUMENTS DISTRIBUTED
 MAIL PROCESSED
 MAIL PROCESSED
 RECORDS REVIEWED
 DOCUMENTS PROCESSED
 REFERENCE REQUESTS ANSWERED
 ORDERS PROCESSED
 BOOKS CATALOGUED
 REFERENCE REQUESTS ANSWERED
 PUBLICATIONS LOANED
 LINE ITEMS PROCESSED
 PAGES TRANSLATED
 MAIL VOLUME HANDLED
 MESSENGER DELIVERIES MADE
 DOCUMENTS FILED
 OBLIGATIONS OF ACCOUNTS SERVICED
 CASES AUDITED
 PAYROLL CHANGES MADE
 MASTER CARDS MADE

PAYROLLING
PAYROLLING
VOUCHER EXAMINATION
VOUCHER EXAMINATION
VOUCHER EXAMINATION

ACCOUNTS MAINTAINED
LUMP SUM PAYMENTS MADE
TRAVEL VOUCHERS PAID
TRANSPORTATION INVOICES PAID
VENDOR INVOICES PAID

DEPARTMENT OF TREASURY

ACTIVITY:

SALES PROMOTION
ISSUANCE OF SAVINGS BONDS
ISSUANCE OF CHECKS
FEDERAL TAX DEPOSIT OPERATION
FORMAL ENTRIES PROCESSED
MAIL ENTRIES
ENTRY OF VEHICLE CARRIERS
ENTRY OF SEA CARRIERS
ENTRY OF AIR CARRIERS
PASSENGERS ARRIVING
PASSENGER DECLARATIONS
SUPERVISION OF COMMERCIAL ACTIVITIES OF NATIONAL BANKS
SUPERVISION OF TRUST DEPARTMENT OF NATIONAL BANKS
SUPERVISION OF CORPORATE ORGANIZATION OF NATIONAL BANKS
DETERMINATION OF REGULATORY POLICY
GENERAL ADMINISTRATION AND MANAGEMENT OF INTERNAL OPERATIONS
PROCESS TAX RETURNS AND DOCUMENTS
ESTABLISH AND MAINTAIN TAX ACCOUNTS
PLANT INSPECTION OPERATION
ON-PREMISES SUPERVISION
OTHER COMPLIANCE RELATED CONTROLS
DEVELOPMENT OF TAX RETURN FORMS AND PUBLICATIONS
PUBLIC INFORMATION SERVICES
DELINQUENT ACCOUNTS OPERATIONS
DELINQUENCY INVESTIGATION
RETURNS COMPLIANCE PROGRAM
LOCAL SERVICING OF SAVINGS-TYPE SECURITIES
PAYMENT AND RECONCILIATION OF CHECKS
PROCESSING CHECK CLAIMS
SERVICES FOR OTHER AGENCIES
AREA BANKS
VERIFICATION AND DESTRUCTION OF CURRENCY
PROCESSING CURRENCY CLAIMS
SAVINGS TYPE SECURITIES ISSUANCE
SAVINGS TYPE SECURITY RETIREMENT
OTHER TREASURY SECURITIES ISSUED
OTHER TREASURY SECURITIES RETIREMENT
PUBLIC DEBT ACCOUNTS MAINTENANCE
PAPER CURRENCY
ORDINARY SIZE SHEET STAMPS
LARGE SIZE SHEET STAMPS

OUTPUT MEASURE:

DOLLAR SALES (CURRENT DOLLARS)
SAVINGS BONDS ISSUED
CHECKS ISSUED
FEDERAL TAX DEPOSIT FORMS PROCESSED
FORMAL ENTRIES PROCESSED
MAIL ENTRIES
VEHICLE CARRIERS ENTERED
SEA CARRIERS ENTERED
AIR CARRIERS ENTERED
PERSONS ENTERED
DECLARATIONS FILED
ASSETS EXAMINED (MILLIONS OF DOLLARS)
TRUST DEPARTMENTS EXAMINED
APPLICATION PROCESSED
BANKS SUPERVISED
EMPLOYEES SERVICED
RETURNS PROCESSED
ACCOUNTS MAINTAINED
INSPECTIONS COMPLETED
GALLONS TAXED
PERMITS ISSUED
TAX FORMS AND OTHER TAXPAYER SERVICE PROJECTS COMPLETE
VISITS TO MASS MEDIA
CASES CLOSED
RETURNS SECURED
RETURNS SECURED
TRANSACTIONS PROCESSED
CHECKS PAID AND RECONCILED AND TAX DEPOSIT FORMS PROCESSED
CLAIMS PROCESSED
POSTAL MONEY ORDERS PROCESSED
NOTES, COINS AND COLLECTION ITEMS PROCESSED
CURRENCY PROCESSED
CLAIMS PROCESSED
SECURITIES PRINTED
SECURITIES RETIRED
SECURITIES ISSUED
SECURITIES RETIRED
DOCUMENTS PROCESSED
CURRENCY PRINTED (THOUSANDS)
STAMPS PRINTED (THOUSANDS)
STAMPS PRINTED (THOUSANDS)

SECURITIES AND EXCHANGE COMMISSION

ACTIVITY:

REGISTRATION STATEMENTS FROM COMPANIES
 POST EFFECTIVE AMENDMENTS
 REGISTRATION, SECURITIES TRADED, EXCHANGED, ETC
 PRELIMINARY PROXY STATEMENTS
 ANNUAL REPORTS
 OTHER PERIODIC REPORTS
 OWNERSHIP AND TRANSACTION REPORTS
 STOP ORDER PROCEEDINGS, OTHER ADM. ACTIONS
 EXAMINATION OF REGULATION & FILING
 BROKER-DEALER APPLICATIONS, AMENDMENTS, TERMINATIONS
 BROKER-DEALER INSPECTIONS FOR CAUSE
 BROKER-DEALER INSPECTIONS FOR ROUTINE
 BROKER-DEALER FINANCIAL REPORTS
 INVESTMENT ADVISER APPLICATIONS, AMENDMENTS, TERMINATIONS
 INVESTMENT ADVISER INSPECTIONS
 INVESTIGATIONS
 ADMINISTRATIVE PROCEEDINGS
 CIVIL PROCEEDINGS
 CRIMINAL PROCEEDINGS
 EXCHANGE REGULATION AND INSPECTION
 APPLICATIONS FOR PUBLIC UTILITY HOLDING COMPANY APPROVALS
 PUBLIC UTILITY PROCEEDINGS, ACQUISITIONS, MERGERS ETC.
 PUBLIC UTILITY HOLDING COMPANY PERIODIC REPORTS
 INVESTMENT COMPANY REGISTRATIONS STATEMENTS
 INVESTMENT COMPANY ANNUAL AND PERIODIC REPORTS
 INVESTMENT COMPANY PRELIMINARY PROXY STATEMENTS
 INVESTMENT COMPANY INVESTIGATIONS AND COURT PROCEEDINGS
 ADMINISTRATIVE PROCEEDINGS
 NEW INVESTMENT COMPANY REGISTRATIONS
 APPLICATIONS FOR EXEMPTION FROM INVESTMENT COMPANY ACT
 INVESTMENT COMPANY INSPECTIONS
 REVIEW OF CORPORATE REORGANIZATIONS, PETITIONS, ETC.

OUTPUT MEASURE:

REGISTRATION STATEMENTS EXAMINED
 POST EFFECTIVE AMENDMENTS EXAMINED
 REGISTRATIONS EXAMINED
 PRELIMINARY PROXY STATEMENTS EXAMINED
 ANNUAL REPORTS EXAMINED
 OTHER PERIODIC REPORTS EXAMINED
 OWNERSHIP AND TRANSACTION REPORTS EXAMINED
 ACTIONS TAKEN
 REGULATION A FILINGS EXAMINED
 DOCUMENTS EXAMINED
 INSPECTIONS MADE
 INSPECTIONS MADE
 REPORTS REVIEWED
 DOCUMENTS EXAMINED
 INSPECTIONS MADE
 INVESTIGATIONS MADE
 ACTIONS TAKEN
 ACTIONS TAKEN
 ACTIONS TAKEN
 INSPECTIONS MADE
 APPLICATIONS EXAMINED
 EXAMINATIONS COMPLETED
 EXAMINATIONS COMPLETED
 STATEMENTS EXAMINED
 REPORTS EXAMINED
 STATEMENTS REVIEWED
 INVESTIGATIONS MADE
 REMEDIAL ACTIONS TAKEN
 REGISTRATIONS EXAMINED
 EXAMINATIONS MADE
 INSPECTIONS MADE
 CORPORATE REORGANIZATION ACTIONS ADMINISTERED

NATIONAL LABOR RELATIONS BOARD

ACTIVITY:

FIELD
 TRIAL EXAMINER DECISION
 DECISIONS, BOARD
 ENFORCEMENT

OUTPUT MEASURE:

CASES
 DECISIONS
 DECISIONS
 APPELLATE COURT BRIEFS,
 SUPREME COURT BRIEFS

LIST OF 114 ORGANIZATIONAL ELEMENTS
BY AGENCY

1. Department of Agriculture

Stabilization and Conservation Service
Conservation, Technical Assistance
Flood Prevention Program
Watershed Planning Program, PL 566
Watershed Works of Improvement, PL 566
Resource Conservation & Development Project Operation
Snow Surveys & Water Supply Forecasts
Great Plains Conservation Program
Planning Resource Conservation & Development Program
Farmers Home Administration
Forest Service, Recreational Public Use
River Basin Survey Program
Conservation, Plant Materials Centers
Soil Surveys

2. Department of Commerce

Patent Office
National Weather Service
Economic Development Administration
Bureau of Census, Personal Census Service Branch
National Technical Information Service, Sales & Order
Processing
Maritime Administration
National Ocean Survey

3. Department of Defense

Department of the Air Force

Air Force Logistics Command, Materiel Management
Air Force Logistics Command, Distribution
Air Force Logistics Command, Central Procurement
Air Force Logistics Command, Maintenance (AMA)

Department of the Navy

Marine Corps Finance Center
Navy and Marine Corps Supply Centers
Navy Finance Centers and Offices
Naval Air Rework Facilities
Navy Public Works Centers
Naval Ordnance Activities
Shipyards

LIST OF 114 ORGANIZATIONAL ELEMENTS
BY AGENCY (cont'd)

Department of the Army

Professional Education
 Patient Care in Army Facilities
 Service Academy
 Oversea Education of Dependents
 Central Procurement Activities
 Supply Depot Operations
 Water Port Operations
 Maintenance of Material
 Base Services
 Supply Operations
 Personnel Support
 Operation of Utilities
 Other Engineering Support
 Administration
 Maintenance and Repair of Real Property
 Supply Management Operations (ICP)
 Recruiting and Examining
 Depot Maintenance Activities
 Maintenance of Trucks

Defense Supply Agency

Total DSA

4. Department of Transportation

Coast Guard, Aids to Navigation
 Coast Guard, Search and Rescue
 FAA, Flight Traffic Services
 FAA, Airport Traffic Services

5. Department of Health, Education and Welfare

Social Security Administration
 Indian Health Service, Health Care of Indians
 Federal Health Service, Hospital & Clinic

6. Department of Housing and Urban Development

Housing Production and Mortgage Credit (FHA)

LIST OF 114 ORGANIZATIONAL ELEMENTS
BY AGENCY (cont'd)

7. Department of the Interior

Bureau of Indian Affairs
National Park Service, Information & Visitor Service
National Park Service, Resource Management--Visitor Protection
National Park Service, Maintenance
Office of the Solicitor
Geological Survey, Topographic Division
Bonneville Power Administration
Sport Fisheries and Wildlife, Fish Hatcheries
Southeastern Power Administration
Southwestern Power Administration

8. Department of Justice

Immigration and Naturalization Service

9. Department of Labor

Employment Standards Administration, Federal Employees
Compensation
Manpower Administration, Job Corps Headquarters
Manpower Administration, Bureau of Apprenticeship &
Training
Employment Standards Administration, Fair Labor Standards
Enforcement
Bureau of Labor Statistics

10. Department of State

Visa Office, Bureau of Secular & Consular Affairs
Office of Operations
Office of Financial Services

11. Department of the Treasury

U.S. Savings Bonds, Sales Promotion
Bureau of Accounts
Bureau of Customs, Cargo Processing & Control
Bureau of Customs, Processing Mail
Bureau of Customs, Processing Persons
Comptroller of the Currency
IRS, Revenue Accounting and Processing
IRS, Alcohol & Tobacco Regulatory Controls
IRS, Audit of Tax Returns

LIST OF 114 ORGANIZATIONAL ELEMENTS
BY AGENCY (cont'd)

11. Department of the Treasury (cont'd)

IRS, Taxpayer Assistance
 IRS, Delinquent Accounts & Returns Compliance
 Office of the Treasurer of the U.S.
 Bureau of Public Debt, Savings Bonds & Notes
 Bureau of Public Debt, Other Treasury Securities
 Bureau of Public Debt, Maintenance & Audit of Debt Accounts
 Bureau of Engraving & Printing
 Bureau of Mint, Coinage Activities & Depositories

12. Atomic Energy Commission

Publishing of Technical Information

13. General Services Administration

Public Building Service, Buildings Management
 Office of Finance, Accounting Centers
 Public Building Service, Office of Space Management
 National Archives & Records Service
 Office of Audits & Investigations
 Personnel Services (OAD)
 Transportation & Communications Service
 Federal Supply Service, Supply Distribution
 Federal Supply Service, Procurement
 Federal Supply Service, Supply Control
 Federal Supply Service, Inspection
 Federal Supply Service, Supply Standardization

14. Postal Service

Total Postal Service

15. Veterans Administration

Department of Veterans Benefits
 Department of Medicine and Surgery

16. Securities and Exchange Commission

Total SEC

17. National Labor Relations Board

Total NLRB

APPENDIX D

OUTPUT DEFINITIONS FOR EACH ORGANIZATIONAL ELEMENT

0001101
ELEMENT:

DEPARTMENT OF AGRICULTURE
AGRICULTURAL STABILIZATION AND CONSERVATION SERVICE

MISSION:

ADMINISTER PROGRAMS DESIGNED FOR VOLUNTARY PRODUCTION
ADJUSTMENT, RESOURCES PROTECTION, AND PRICE, MARKET AND FARM
STABILIZATION THROUGH PRICE SUPPORTS, PRODUCTION
ADJUSTMENTS, LONGTERM LAND RETIREMENT, AND RURAL
ENVIRONMENTAL ASSISTANCE:
ADMINISTER A SUGAR PROGRAM, DEFENSE READINESS AND COMMODITY
DISPOSAL, AND INVENTORY OPERATIONS

- 01 STORAGE MANAGEMENT
DESCRIPTION: ISSUE, IMPLEMENT AND CLOSE STORAGE CONTRACTS
OUTPUT MEASURE: DOCUMENTS PROCESSED
- 02 MANAGEMENT PROJECTS AND STUDIES
DESCRIPTION: REVIEW, ANALYZE, EVALUATE SYSTEMS
OUTPUT MEASURE: REPORTS COMPLETED
- 03 TARIFFS AND SECTION 22 QUOTATIONS
DESCRIPTION: REVIEW AND DETERMINE APPLICABILITY OF NEW AND REVISED TARIFF
OUTPUT MEASURE: QUOTATIONS MADE
- 04 TOBACCO ALLOTMENT
DESCRIPTION: RECORD AND MAINTAIN DATA ON SALES AND PRODUCTION
OUTPUT MEASURE: REPORTS COMPLETED
- 05 AUDIT OF TONNAGE
DESCRIPTION: EXAMINE LOADING ORDERS, VERIFICATIONS AND TRANSIT SETTLEMENT
OUTPUT MEASURE: CARLOTS PROCESSED
- 06 PERIODIC STORAGE PAYMENT
DESCRIPTION: EXAMINE INVOICES, ISSUE SCHEDULES AND REGISTER SIGHT DRAFT
DISBURSEMENT
OUTPUT MEASURE: INVOICES PROCESSED
- 07 SETTLEMENTS
DESCRIPTION: SETTLE BY QUANTITY AND QUALITY, PRIOR TO MAILING TO WARE-
HOUSEMAN
OUTPUT MEASURE: CARLOTS PROCESSED
- 08 MAIL AND MESSENGER SERVICE
DESCRIPTION: RECEIVE AND DISTRIBUTE MAIL FROM POST OFFICE
OUTPUT MEASURE: PIECES OF MAIL HANDLED
- 09 PAYMENT OF CHARGES, OTHER SERVICES
DESCRIPTION: RELEASE FINAL PAYMENT
OUTPUT MEASURE: INVOICES PROCESSED

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- 80
- | | | | |
|----|---------------------------------------|-----------------|---|
| 10 | CCC BINS AND EQUIPMENT | DESCRIPTION: | EXAMINE DOCUMENTS AND MAINTAIN ACCOUNTING AND RELATED RECORDS |
| | | OUTPUT MEASURE: | TRANSACTIONS PROCESSED |
| 11 | LOADING ORDERS ISSUED | DESCRIPTION: | PREPARE REQUESTS FOR INVENTORY SHIPMENT, INCLUDING ROUTING |
| | | OUTPUT MEASURE: | CARLOTS PROCESSED |
| 12 | RECORDATION OF TRANSIT | DESCRIPTION: | ESTABLISH CONTROL RECORDS |
| | | OUTPUT MEASURE: | FREIGHT BILLS PROCESSED |
| 13 | RECONCENTRATION ORDERS ISSUED, COTTON | DESCRIPTION: | PREPARE REGISTER OF RECONCENTRATED COTTON |
| | | OUTPUT MEASURE: | BALES PROCESSED |
| 14 | DELIVERIES | DESCRIPTION: | PROCESS DOCUMENTS TRANSFERRING COMMODITIES BETWEEN AREAS |
| | | OUTPUT MEASURE: | CARLOT DELIVERY RECEIPTS PROCESSED |
| 15 | FREIGHT PAYMENTS, ALL COMMODITIES | DESCRIPTION: | VERIFY AND PAY FREIGHT BILLS |
| | | OUTPUT MEASURE: | FREIGHT BILLS PROCESSED |
| 16 | POST AUDIT, FREIGHT BILLS | DESCRIPTION: | RE-EXAMINE PAID FREIGHT BILLS FOR CORRECT PAYMENT |
| | | OUTPUT MEASURE: | FREIGHT BILLS PROCESSED |
| 17 | PUBLIC LAW 480 | DESCRIPTION: | AUDIT INVOICES |
| | | OUTPUT MEASURE: | SUPPLIERS' INVOICES AUDITED |
| 18 | EXPORT PAYMENT | DESCRIPTION: | EXAMINE APPLICATIONS, ISSUE SCHEDULES, REGISTER SIGHT DRAFT |
| | | OUTPUT MEASURE: | DISBURSEMENTS, ISSUE DRAFTS
APPLICATIONS FOR PAYMENT HANDLED |
| 19 | COMMERCIAL STORAGE, WAREHOUSE COTTON | DESCRIPTION: | VERIFY WAREHOUSE RECEIPTS, COTTON |
| | | OUTPUT MEASURE: | COTTON WAREHOUSE RECEIPTS PROCESSED |
| 20 | COMMERCIAL STORAGE, WAREHOUSE OTHER | DESCRIPTION: | VERIFY WAREHOUSE RECEIPTS OTHER THAN COTTON |
| | | OUTPUT MEASURE: | OTHER WAREHOUSE RECEIPTS PROCESSED |
| 21 | CCC STORAGE | DESCRIPTION: | RECEIVE DOCUMENTS FROM COUNTY OFFICES AND RECORD IN COMPUTER |
| | | OUTPUT MEASURE: | SYSTEM
LINE ITEMS ON TRANSACTIONS FORMS COMPLETED |

22	PURCHASES	DESCRIPTION:	DEVELOP ANNOUNCEMENTS, SOLICIT, EXAMINE, ACCEPT, REJECT OFFERS OR BIDS, PREPARE AND DISTRIBUTE ABSTRACTS
		OUTPUT MEASURE:	CARLOTS PROCESSED
23	PURCHASE PAYMENTS	DESCRIPTION:	EXAMINE BILLING DOCUMENTS, SCHEDULE PAYMENTS, MAINTAIN CONTROL REGISTERS
		OUTPUT MEASURE:	CARLOTS PROCESSED
24	SALES AND DONATIONS, COTTON	DESCRIPTION:	PREPARE AND RECONCILE NECESSARY DOCUMENTS FOR COTTON
		OUTPUT MEASURE:	CARLOTS PROCESSED
25	SALES AND DONATIONS, GRAIN	DESCRIPTION:	PREPARE AND RECONCILE NECESSARY DOCUMENTS FOR GRAIN
		OUTPUT MEASURE:	CARLOTS PROCESSED
26	SALES AND DONATIONS, PROCESSED COMMODITIES	DESCRIPTION:	PREPARE AND RECONCILE NECESSARY DOCUMENTS FOR PROCESSED COMMODITIES
		OUTPUT MEASURE:	LOTS PROCESSED
27	RECORD MANAGEMENT	DESCRIPTION:	RECORD DISPOSITION, MAKE ON-SITE ANALYSIS, MAINTAIN CENTRAL FILES
		OUTPUT MEASURE:	JOBS COMPLETED
28	PROOF OF EXPORTATION, COTTON	DESCRIPTION:	RECORD DECLARATION BY TRADE
		OUTPUT MEASURE:	BALES PROCESSED
29	FINAL SETTLEMENT, COTTON SALES	DESCRIPTION:	VERIFY WEIGHT AND PRICE OR CONDITION
		OUTPUT MEASURE:	BALES PROCESSED
30	COTTON CATALOGUE	DESCRIPTION:	LIST COTTON AVAILABLE FOR SALE
		OUTPUT MEASURE:	MATS PROCESSED
31	FREIGHT FORWARDING	DESCRIPTION:	PROCESS AUTHORIZED SHIPPING
		OUTPUT MEASURE:	SHIPPING AUTHORIZATIONS COMPLETED
32	COMMODITY LOANS MADE, GRAIN	DESCRIPTION:	RECEIVE, EXAMINE, CODE AND RECORD NOTES, COLLATERAL AND OTHER LOAN DOCUMENTS
		OUTPUT MEASURE:	NOTES PROCESSED
33	COMMODITY LOANS, COTTON FORM A	DESCRIPTION:	RECEIVE, EXAMINE, CODE AND RECORD NOTES, COLLATERAL AND OTHER LOAN DOCUMENTS
		OUTPUT MEASURE:	NOTES PROCESSED

- 16
- 34 COTTON LOANS, COTTON FORM G
 DESCRIPTION: RECEIVE, EXAMINE, CODE AND RECORD NOTES, COLLATERAL AND RELATED LOAN DOCUMENTS
 OUTPUT MEASURE: G-2 SUMMARY LINES ENTERED
 - 35 STORAGE FACILITY AND EQUIPMENT LOANS
 DESCRIPTION: RECORD, PROCESS AND MAINTAIN RECORDS ON STORAGE FACILITY AND EQUIPMENT LOANS
 OUTPUT MEASURE: DRAFTS PROCESSED
 - 36 CERTIFICATE OF INTEREST
 DESCRIPTION: PROCESS NOTES HELD BY BANK
 OUTPUT MEASURE: CERTIFICATES PROCESSED
 - 37 COMMODITY LOANS REPAYD, GRAIN
 DESCRIPTION: PROCESS ACCEPTED REPAYMENT DATA
 OUTPUT MEASURE: ITEMS ENTERED ON FORM CCC-500
 - 38 COMMODITY LOANS REPAYD, COTTON
 DESCRIPTION: PROCESS ACCEPTED REPAYMENT DATA
 OUTPUT MEASURE: ITEMS ENTERED ON FORM CCC-813
 - 39 STORAGE FACILITY AND EQUIPMENT LOANS REPAYD
 DESCRIPTION: PROCESS ACCEPTED REPAYMENT DATA
 OUTPUT MEASURE: ITEMS ENTERED ON FORM CCC-500
 - 40 COMMODITY ACQUISITION, FARM STORED
 DESCRIPTION: VERIFY FARM STORAGE SETTLEMENT SHEETS
 OUTPUT MEASURE: SETTLEMENT DOCUMENTS PROCESSED
 - 41 COMMODITY ACQUISITION, WAREHOUSE STORED, GRAIN
 DESCRIPTION: VERIFY WAREHOUSE RECORDS
 OUTPUT MEASURE: WAREHOUSE RECEIPTS PROCESSED
 - 42 COMMODITY ACQUISITION WAREHOUSE STORED, COTTON FORM A
 DESCRIPTION: VERIFY WAREHOUSE RECORDS
 OUTPUT MEASURE: BALES PROCESSED
 - 43 COMMODITY ACQUISITION, WAREHOUSE STORED COTTON FORM G
 DESCRIPTION: VERIFY FARM STORAGE SETTLEMENT SHEETS, VERIFY WAREHOUSE RECORDS
 OUTPUT MEASURE: BALES PROCESSED
 - 44 SETTLEMENTS ON PRODUCERS CLAIMS
 DESCRIPTION: SETTLE ADDITIONAL CLAIMS (AFTER POST-AUDIT)
 OUTPUT MEASURE: ENTRIES OF FORMS CCC 17A, CCC 364-365
 - 45 ALLOCATION OF RECONCENTRATION CHARGES
 DESCRIPTION: PAY WAREHOUSEMAN SPECIAL STORAGE COST
 OUTPUT MEASURE: BALES PROCESSED

46	SIGHT DRAFTS & CERTIFICATES	DESCRIPTION:	PROCESS SIGHT DRAFTS BY PROGRAM
		OUTPUT MEASURE:	DRAFTS AND CERTIFICATES PROCESSED
47	WHFAT CERTIFICATE PROGRAM	DESCRIPTION:	PROCESS ALL PROGRAM RECORDS
		OUTPUT MEASURE:	COMPLETED CERTIFICATES PROCESSED
48	FIELD CONTACTS	DESCRIPTION:	REPORT ALL WORK INCIDENT TO FIELD
		OUTPUT MEASURE:	CONTACT REPORTS COMPLETED
49	PEANUT INSPECTION CERTIFICATES	DESCRIPTION:	INSPECT CONDITION OF COMMODITY
		OUTPUT MEASURE:	DAILY REPORTS PROCESSED
50	REGULAR REPORTS	DESCRIPTION:	COMPILE REGULARLY SCHEDULED PERIODIC REPORTS
		OUTPUT MEASURE:	REPORTS COMPLETED
51	SPECIAL REPORTS	DESCRIPTION:	COMPILE SPECIALLY REQUESTED REPORTS
		OUTPUT MEASURE:	REPORTS COMPLETED
52	CLAIMS	DESCRIPTION:	INVESTIGATE, REVIEW AND COLLECT CLAIMS
		OUTPUT MEASURE:	REGISTERS MAINTAINED
53	WOOL APPLICATIONS AND REPORTING	DESCRIPTION:	PROCESS DATA INCLUDING PREPARING SIGHT DRAFTS, LISTINGS AND REPORTS
		OUTPUT MEASURE:	APPLICATIONS FOR PAYMENT PROCESSED
54	ACCOUNTS RECEIVABLE	DESCRIPTION:	COLLECT AND RECORD ACCOUNTS, RELEASE COMPLETED REGISTER
		OUTPUT MEASURE:	ITEMS ENTERED
55	CASH RECEIPTS	DESCRIPTION:	RECEIVE, RECORD, PREPARE RECEIPTS OR DEPOSIT SCHEDULES
		OUTPUT MEASURE:	CASH ITEMS PROCESSED
57	ANALYSIS PROGRAMS	DESCRIPTION:	DESIGN AND MAINTAIN SYSTEMS
		OUTPUT MEASURE:	PROGRAMS MAINTAINED
58	PROGRAMMING PROGRAMS	DESCRIPTION:	INITIATE AND MAINTAIN PROGRAMS
		OUTPUT MEASURE:	PROGRAMS MAINTAINED
59	LOG ENTRY COMPUTER OPERATIONS	DESCRIPTION:	OPERATE AND CONTROL COMPUTERS
		OUTPUT MEASURE:	LOG ENTRIES PROCESSED
60	FORMS EMPLOYMENT	DESCRIPTION:	PROCESS PERSONNEL ACTION REQUESTS
		OUTPUT MEASURE:	FORMS SF-52, AD 452 PROCESSED

0001102
ELEMENT:

DEPARTMENT OF AGRICULTURE
SOIL CONSERVATION SERVICE, CONSERVATION TECHNICAL ASSISTANCE

MISSION:

IMPROVE THE ENVIRONMENT AND DEVELOP RESOURCES

01 PLANNING AND APPLICATION ASSISTANCE

DESCRIPTION: ASSIST PUBLIC AND PRIVATE LAND OWNERS, OPERATORS, AND USERS
TO CONSERVE AND DEVELOP THE NATION'S LAND AND WATER
RESOURCES

OUTPUT MEASURE: SERVICES PROVIDED

0001103
ELEMENT:

DEPARTMENT OF AGRICULTURE
SOIL CONSERVATION SERVICE FLOOD PREVENTION PROGRAM

MISSION:

IMPROVE THE ENVIRONMENT AND DEVELOP RESOURCES

01 SOIL MAPPING

DESCRIPTION: CONDUCT ACCELERATED SOIL SURVEYS
OUTPUT MEASURE: SOIL MAPPING (ACRES)

02 PLANNING AND APPLICATION ASSISTANCE

DESCRIPTION: CONSERVE AND DEVELOP THE SOIL AND WATER RESOURCE BASE THRU
LAND TREATMENT ASSISTANCE TO LAND USERS IN 11 SPECIFIED
WATER SHEDS

OUTPUT MEASURE: SERVICES PROVIDED

03 PROJECT INVESTIGATION AND PLANNING

DESCRIPTION: PLAN LAND TREATMENT & STRUCTURAL WORKS OF IMPROVEMENT
PROVIDE TECHNICAL AND FINANCIAL ASSISTANCE IN 11 SPECIFIED
WATER SHEDS

OUTPUT MEASURE: SUBWATERSHED WORK PLANS COMPLETED

04 INSTALLATION SERVICES

DESCRIPTION: INSTALL STRUCTURAL WORKS OF IMPROVEMENT IN 11 SPECIFIED
WATER SHEDS; PROVIDE TECHNICAL AND FINANCIAL ASSISTANCE
OUTPUT MEASURE: DEFLATED VALUE OF CONSTRUCTION CONTRACTS

05 SOIL SURVEY ACTIVITIES

DESCRIPTION: PUBLISH MAPS OF U.S. SOILS AND EXPLAIN THEIR ALTERNATIVE USE
OUTPUT MEASURE: SOIL SURVEY REPORTS (UNIT ONE-TENTH OF A REPORT)

0001104
 ELEMENT: DEPARTMENT OF AGRICULTURE
 SOIL CONSERVATION SERVICE, WATERSHED PLANNING (PL 566)
 MISSION: IMPROVE THE ENVIRONMENT AND DEVELOP RESOURCES
 01 PROJECT INVESTIGATIONS AND PLANNING
 DESCRIPTION: PROVIDE TECHNICAL AND FINANCIAL ASSISTANCE TO PLAN LAND
 TREATMENTS AND STRUCTURAL WORKS OF IMPROVEMENT
 OUTPUT MEASURE: WATERSHED WORK PLANS COMPLETED

0001106
 ELEMENT: DEPARTMENT OF AGRICULTURE
 SOIL CONSERVATION SERVICE, WATERSHED WORKS OF IMPROVEMENT
 MISSION: IMPROVE THE ENVIRONMENT AND DEVELOP RESOURCES
 01 SOIL MAPPING
 DESCRIPTION: CONDUCT ACCELERATED SOIL SURVEYS
 OUTPUT MEASURE: SOIL MAPPING (ACRES)
 02 PLANNING AND APPLICATION ASSISTANCE
 DESCRIPTION: PROVIDE ACCELERATED LAND TREATMENT ASSISTANCE TO LAND USERS
 IN WATERSHED AREAS TO CONSERVE AND DEVELOP THE SOIL AND
 WATER RESOURCE BASE
 OUTPUT MEASURE: SERVICES PROVIDED
 03 INSTALLATION SERVICES
 DESCRIPTION: PROVIDE TECHNICAL AND FINANCIAL ASSISTANCE TO INSTALL
 STRUCTURAL WORKS OF IMPROVEMENT IN WATERSHED PROJECTS
 OUTPUT MEASURE: DEFLATED VALUE OF CONSTRUCTION CONTRACTS AND PROJECT AGRMNIS
 04 SOIL SURVEY ACTIVITIES
 DESCRIPTION: PUBLISH MAPS OF U.S. SOILS & EXPLAIN THEIR ALTERNATIVE USES
 OUTPUT MEASURE: SOIL SURVEY REPORTS (UNIT ONE-TENTH OF A REPORT)

0001108
 ELEMENT: DEPARTMENT OF AGRICULTURE
 MISSION: IMPROVE THE ENVIRONMENT AND DEVELOP RESOURCES
 DEVELOPMENT PROJECT OPERATION
 01 SOIL MAPPING
 DESCRIPTION: CONDUCT ACCELERATED SOIL SURVEYS
 OUTPUT MEASURE: SOIL MAPPING (ACRES)
 02 PLANNING AND APPLICATION ASSISTANCE
 DESCRIPTION: PROVIDE ACCELERATED LAND TREATMENT ASSISTANCE TO LAND USERS
 IN ROAD PROJECT AREAS TO CONSERVE AND DEVELOP THE SOIL AND
 WATER RESOURCE BASE
 OUTPUT MEASURE: SERVICES PROVIDED

03 INSTALLATION SERVICES

DESCRIPTION: PROVIDE TECHNICAL AND FINANCIAL ASSISTANCE TO INSTALL PROJECT MEASURES IN RC&D PROJECT AREAS AUTHORIZED FOR OPERATIONS
OUTPUT MEASURE: DEFLATED VALUE OF CONTRACT COST AND PROJECT AGREEMENTS

04 SOIL SURVEY ACTIVITIES

DESCRIPTION: PUBLISH MAPS OF U.S. SOILS AND EXPLAIN THEIR ALTERNATIVE USES
OUTPUT MEASURE: SOIL SURVEY REPORTS (UNIT ONE-TENTH OF A REPORT)

05 RC&D OPERATIONAL PROJECTS

DESCRIPTION: CONDUCT RESOURCE CONSERVATION & DEVELOPMENT OPERATION
OUTPUT MEASURE: RC&D OPERATIONAL PROJECTS COMPLETED

0001109
ELEMENT:

DEPARTMENT OF AGRICULTURE
SOIL CONSERVATION SERVICE, SNOW SURVEYS & WATER SUPPLY FORECASTS

MISSION:

IMPROVE THE ENVIRONMENT AND DEVELOP RESOURCES

01 SNOW SURVEYS

DESCRIPTION: COLLECT AND ANALYZE DATA ON SNOW COURSES IN WESTERN STATES & ALASKA & ISSUE WATER SUPPLY FORECAST REPORTS
OUTPUT MEASURE: SNOW SURVEY FORECASTS ISSUED

0001111
ELEMENT:

DEPARTMENT OF AGRICULTURE
SOIL CONSERVATION SERVICE, GREAT PLAINS CONSERVATION PROGRAM

MISSION:

IMPROVE THE ENVIRONMENT AND DEVELOP RESOURCES

01 PLANNING AND APPLICATION ASSISTANCE

DESCRIPTION: PROVIDE TECHNICAL ASSISTANCE TO ESTABLISH RESOURCE MANAGEMENT SYSTEMS THAT MAINTAIN OR IMPROVE THE RESOURCE BASE
OUTPUT MEASURE: SERVICES PROVIDED

02 PROGRAM AND CONTRACT ADMINISTRATION

DESCRIPTION: ADMINISTER COST-SHARE CONTRACTS IN DESIGNATED COUNTIES OF THE 10 GREAT PLAINS STATES
OUTPUT MEASURE: CONTRACTS ADMINISTERED

0001112 DEPARTMENT OF AGRICULTURE
ELEMENT: SOIL CONSERVATION SERVICE, PLANNING FOR THE RESOURCE
CONSERVATION AND DEVELOPMENT PROGRAM

MISSION: IMPROVE THE ENVIRONMENT AND DEVELOP RESOURCES

01 PROJECT INVESTIGATIONS AND PLANNING
DESCRIPTION: PROVIDE PROJECT INVESTIGATIONS AND PLANNING ASSISTANCE FOR
NEW RC&D PROJECT AREAS
OUTPUT MEASURE: PLANS COMPLETED AND AUTHORIZED FOR OPERATIONS

0001121 DEPARTMENT OF AGRICULTURE
ELEMENT: FARMERS HOME ADMINISTRATION

MISSION: MAKE AND SERVICE LOANS TO ELIGIBLE RURAL INDIVIDUAL AND
GROUP APPLICANTS FOR FARM, HOUSING AND COMMUNITY FACILITY
TYPE PROGRAMS

01 MAKING AND SERVICING OF LOANS
DESCRIPTION: EVALUATE AND APPROVE LOANS; PROVIDE MANAGEMENT GUIDANCE
OUTPUT MEASURE: WEIGHTED WORK UNITS OF LOANS MADE AND SERVICED

0001130 DEPARTMENT OF AGRICULTURE
ELEMENT: FOREST SERVICE RECREATIONAL PUBLIC USE

MISSION: MAINTAIN A PORTION OF THE NATIONAL FOREST SYSTEM FOR
RECREATIONAL PUBLIC USE

01 MAINTENANCE OF RECREATIONAL AREA

DESCRIPTION: MAINTAIN A PUBLIC RECREATIONAL AREA WITHIN THE NATIONAL
FOREST SYSTEM
OUTPUT MEASURE: CAPACITY FOR PERSONS AT ONE TIME

0001207 DEPARTMENT OF AGRICULTURE
SOIL CONSERVATION SERVICE, RIVER BASIN SURVEY PROGRAM

MISSION: IMPROVE THE ENVIRONMENT AND DEVELOP RESOURCES

01 RIVER BASIN INVESTIGATIONS, ANALYSES
DESCRIPTION: PROVIDE SURVEYS AND INVESTIGATIONS OF WATERSHEDS OF RIVERS
AND OTHER WATERWAYS
OUTPUT MEASURE: RIVER BASIN STUDIES UNDERWAY

0001210
ELEMENT:

DEPARTMENT OF AGRICULTURE
SOIL CONSERVATION SERVICE, CONSERVATION PLANT MATERIALS
CENTERS

MISSION:

IMPROVE THE ENVIRONMENT AND DEVELOP RESOURCES

01 OPERATION OF PLANT MATERIAL CENTER

DESCRIPTION: DEVELOP SPECIAL PLANTS FOR SOIL AND WATER CONSERVATION
PURPOSES
OUTPUT MEASURE: PLANT ACCESSIONS UNDER OBSERVATION

0001305
ELEMENT:

DEPARTMENT OF AGRICULTURE
SOIL CONSERVATION SERVICE, SOIL SURVEYS

MISSION:

IMPROVE THE ENVIRONMENT AND DEVELOP RESOURCES

01 SOIL MAPPING

DESCRIPTION: CONDUCT SOIL SURVEYS
OUTPUT MEASURE: SOIL MAPPING (ACRES)

02 SUPPORTING SOIL SURVEY ACTIVITIES

DESCRIPTION: PUBLISH MAPS OF U. S. SOILS AND EXPLAIN THEIR ALTERNATIVE
USES
OUTPUT MEASURE: SOIL SURVEY REPORTS SENT TO G.P.O.

0002301
ELEMENT:

ATOMIC ENERGY COMMISSION
TECHNICAL INFORMATION EXTENSION (OAK RIDGE)

MISSION:

DEVELOP AND ADMINISTER AEC-WIDE POLICIES AND
PROGRAMS FOR THE COMMUNICATION OF SCIENTIFIC TECHNICAL
INFORMATION IN NUCLEAR SCIENCE AND ENGINEERING TO USERS
OF SUCH INFORMATION

01 CAMERA & PLATE MAKING

DESCRIPTION: PREPARE MATERIALS, PHOTOGRAPHIC AND PROCESSING PAPERS
AND PLATES
OUTPUT MEASURE: PAGES PROCESSED AND PLATES MADE

02 PRESS

DESCRIPTION: PRINT
OUTPUT MEASURE: PRINTED PAGES

03 BINDING

DESCRIPTION: GATHER AND BIND DOCUMENTS
OUTPUT MEASURE: COPIES OF DOCUMENTS BOUND

04 PHOTOCOPY SERVICE

DESCRIPTION: REPRODUCE PAGES
 OUTPUT MEASURE: PAGES REPRODUCED

05 ABSTRACTING AND INDEXING

DESCRIPTION: REVIEW TECHNICAL PAPERS FOR PRINTING PRECISION
 OUTPUT MEASURE: ABSTRACTS REVIEWED

0003101
 ELEMENT:

DEPARTMENT OF COMMERCE

PATENT OFFICE

MISSION:

PROMOTE THE ADVANCEMENT OF TECHNOLOGY, EXAMINE APPLICATIONS,
 GRANT PATENTS OR TRADEMARKS WHEN APPLICANTS ARE ENTITLED TO
 THEM UNDER THE LAW; PUBLISH AND DISSEMINATE PATENT
 INFORMATION; RECORD ASSIGNMENTS OF PATENTS, MAINTAIN SEARCH
 FILES OF U.S. AND FOREIGN PATENTS AND A PATENT SEARCH CENTER
 FOR PUBLIC USE; AND SELL COPIES OF PATENTS, AND OFFICIAL
 RECORDS TO THE PUBLIC

01 PATENT APPLICATION EXAMINATION

DESCRIPTION: SEARCH RELEVANT LITERATURE, FOREIGN & DOMESTIC PATENTS TO
 DETERMINE NOVELTY OF APPLICATION, INSURE THAT FORM AND
 CONTENTS OF APPLICATION ARE IN CONFORMITY WITH STATUTE
 OUTPUT MEASURE: PATENT DISPOSALS

02 TRADEMARK APPLICATION EXAMINATION

DESCRIPTION: PERFORM PROCESS SIMILAR TO 1. ABOVE FOR TRADEMARK
 APPLICATION
 OUTPUT MEASURE: TRADEMARK DISPOSALS

0003102
 ELEMENT:

DEPARTMENT OF COMMERCE

NATIONAL WEATHER SERVICE

MISSION:

OBSERVE AND REPORT THE WEATHER OF THE UNITED STATES AND ITS
 POSSESSIONS AND ISSUE FORECASTS AND WARNINGS OF WEATHER AND
 FLOOD CONDITIONS THAT AFFECT THE NATION'S SAFETY, WELFARE,
 AND ECONOMY

01 WEATHER OBSERVATIONS

DESCRIPTION: OBSERVE WEATHER ELEMENTS, RECORD, AND DISSEMINATE
 OUTPUT MEASURE: NUMBER OF OBSERVATIONS TAKEN

0003104 DEPARTMENT OF COMMERCE
ELEMENT: ECONOMIC DEVELOPMENT ADMINISTRATION (PUBLIC WORKS)
MISSION: PROVIDE GRANTS AND LOANS FOR THE CONSTRUCTION OR EXPANSION
OF PUBLIC WORKS PROJECTS WHICH OFFER SUBSTANTIAL EMPLOYMENT
POTENTIAL

01 PUBLIC WORKS GRANTS AND LOANS
DESCRIPTION: SCREEN, PROCESS, EVALUATE
OUTPUT MEASURE: NUMBER OF GRANTS AND LOANS APPROVED

0003105 DEPARTMENT OF COMMERCE
ELEMENT: BUREAU OF CENSUS PERSONAL CENSUS SERVICE BRANCH AGE SEARCH
MISSION: SEARCH CENSUS RECORDS UPON THE REQUEST OF INDIVIDUALS WHO
NEED TO PROVE THEIR AGE OR RELATIONSHIP TO ANOTHER PERSON
OR TO OBTAIN EVIDENCE OF CITIZENSHIP

01 AGE SEARCH
DESCRIPTION: SEARCH CENSUS RECORDS
OUTPUT MEASURE: CASES COMPLETED

0003106 DEPARTMENT OF COMMERCE
ELEMENT: NATIONAL TECHNICAL INFORMATION SERVICE
MISSION: PROVIDE A CENTRAL MECHANISM CREATED AND SUPPORTED BY PRODUC-
ING AGENCIES TO AFFORD EASY PUBLIC ACCESSIBILITY TO
INFORMATION DEVELOPED THROUGH FEDERAL GOVERNMENT SPONSORED
RESEARCH AND DEVELOPMENT EFFORTS, OR RESEARCH AND DEVELOP-
MENT OF STATE AND LOCAL GOVERNMENTS WHICH IS INDIRECTLY
SPONSORED BY THE FEDERAL GOVERNMENT. FUNCTION AS THE
CENTRAL DEPARTMENTAL INFORMATION CLEARINGHOUSE FOR
DEPARTMENTAL BUSINESS-ORIENTED PUBLICATIONS

01 SALES AND ORDER PROCESSING
DESCRIPTION: MAINTAIN ACCOUNTING SYSTEM FOR SALE OF PRODUCTS, MONITOR
CUSTOMER ORDERS AND RECORDS, PACKAGE AND SHIP DOCUMENTS
OUTPUT MEASURE: NUMBER OF SALES ORDERS PROCESSED

0003207
ELEMENT:

DEPARTMENT OF COMMERCE
MARITIME ADMINISTRATION RESERVE FLEET

MISSION:

PRESERVE AND MAINTAIN SHIPS DETERMINED BY THE MARITIME
ADMINISTRATION AND THE NAVY TO BE RETAINED FOR NATIONAL
DEFENSE

01 PRESERVATION OF RETAINED SHIPS

DESCRIPTION: PERFORM INITIAL AND RECURRING WORK NECESSARY TO MAINTAIN
SHIPS IN A PRESERVED CONDITION
OUTPUT MEASURE: RETAINED SHIPS PRESERVED

0003303
ELEMENT:

DEPARTMENT OF COMMERCE
NATIONAL OCEAN SURVEY

MISSION:

PROVIDE CHARTS FOR THE SAFETY OF MARINE AND AIR NAVIGATION;
PROVIDE BASIC NETWORK OF GEODETIC CONTROL FOR ENGINEERING,
SCIENCE, COMMERCE AND DEFENSE; AND PERFORM RESEARCH OF OUR
GEOPHYSICAL ENVIRONMENT

01 PREPARE AERONAUTICAL CHARTS

DESCRIPTION: COLLECT AND VERIFY INFORMATION, DRAW AND PUBLISH CHART
OUTPUT MEASURE: AERONAUTICAL CHARTS PUBLISHED

02 ESTABLISH GEOGRAPHIC POSITION

DESCRIPTION: MENSURATION, COMPUTATION, AND VERIFICATION
OUTPUT MEASURE: TRIANGULATION STATIONS ESTABLISHED

03 ESTABLISH GEOGRAPHIC ELEVATION

DESCRIPTION: MENSURATION, COMPUTATION AND VERIFICATION
OUTPUT MEASURE: BENCHMARKS ESTABLISHED

0004201
ELEMENT:

DEPARTMENT OF AIR FORCE
AIR FORCE LOGISTICS COMMAND, MATERIEL MANAGEMENT

MISSION:

MAINTAIN INVENTORY RECORDS AND PROCESS
PROCUREMENT AND SUPPLY DOCUMENTS IN SUPPORT OF THE AIR FORCE
LOGISTICS PROGRAM

01 MATERIAL MANAGEMENT OPERATIONS

DESCRIPTION: MANAGE AFLC MATERIAL INCLUDING PROCUREMENT, REQUIREMENTS,
DETERMINATIONS, PROVISIONING AND STOCK POSITIONING
OUTPUT MEASURE: SUPPLY ACTIONS INITIATED

02 MANUAL PROCESSING OF REQUISITIONS
DESCRIPTION: RECEIVE, RECORD AND PROCESS MATERIAL REQUEST DOCUMENTS
OUTPUT MEASURE: REQUISITIONS PROCESSED MANUALLY

0004202 DEPARTMENT OF AIR FORCE
ELEMENT: AIR FORCE LOGISTICS COMMAND DISTRIBUTION

MISSION: HANDLE MATERIAL PHYSICALLY, INCLUDING RECEIPT,
STORAGE, REWAREHOUSING, SHIPPING AND CARE OF MATERIAL IN
STORAGE

01 RECEIPT
DESCRIPTION: RECEIVE AND MOVE MATERIAL TO STORAGE AREA; INSPECT;
PROCESS DOCUMENTS INCIDENTAL TO MATERIAL RECEIPT TRANSACTION
OUTPUT MEASURE: LINE ITEMS PROCESSED

02 PACKING
DESCRIPTION: PERFORM ALL OPERATIONS INCIDENT TO PACKING MATERIAL
OUTPUT MEASURE: FINAL SHIPPING CONTAINERS PACKED

03 BULK ISSUE
DESCRIPTION: MOVE BULK ISSUE ITEMS FROM STORAGE TO POINT OF ISSUE
OUTPUT MEASURE: LINE ITEMS PROCESSED

04 BIN ISSUE
DESCRIPTION: SELECT, MOVE AND MARK BIN ISSUE ITEMS; REPLENISH BINS
OUTPUT MEASURE: LINE ITEMS PROCESSED

05 SHIPPING
DESCRIPTION: MOVE MATERIAL FROM STORAGE TO TRANSPORTATION VEHICLE
OUTPUT MEASURE: LINE ITEMS PROCESSED

06 CARE OF MATERIAL IN STORAGE
DESCRIPTION: MAINTAIN PROPER STORAGE AND CARE OF ALL MATERIAL
INCLUDING NECESSARY PHYSICAL HANDLING
OUTPUT MEASURE: LINE ITEMS IN STORAGE

07 REWAREHOUSING
DESCRIPTION: MOVE MATERIAL FROM ONE STORAGE LOCATION TO ANOTHER
OUTPUT MEASURE: LINE ITEMS MOVED

08 PRESERVATION AND PACKING
DESCRIPTION: APPLY PRESERVATION AND PACKING EXCEPT FOR EXTERIOR
SHIPPING CONTAINER
OUTPUT MEASURE: QUANTITY OF PACKAGES

- 09 CONTAINER ASSEMBLY OR MANUFACTURE
DESCRIPTION: ASSEMBLE AND MANUFACTURE ALL TYPES OF CONTAINERS
OUTPUT MEASURE: ITEMS MANUFACTURED
- 10 UNIT AND SET ASSEMBLY
DESCRIPTION: ASSEMBLE OR DISASSEMBLE MATERIALS INTO OR FROM A UNIT
OR SET (NO MANUFACTURING INVOLVED)
OUTPUT MEASURE: ITEMS ASSEMBLED OR DISASSEMBLED
- 11 INVENTORY
DESCRIPTION: PREPARE FOR AND MAKE PHYSICAL INVENTORY
OUTPUT MEASURE: LINE ITEMS COUNTED
- 12 REQUISITION PROCESSING
DESCRIPTION: RECEIVE, RECORD, PROCESS MATERIAL REQUEST DOCUMENTS
OUTPUT MEASURE: LINE ITEMS PROCESSED
- 13 OTHER STOCK CONTROL OPERATIONS
DESCRIPTION: MAINTAIN STOCK RECORDS, INCLUDING HISTORICAL DEMAND DATA, ON
ITEMS STOCKED
OUTPUT MEASURE: STOCK ITEMS MAINTAINED
- 14 - BASE COMMODITY AVERAGE LINE ITEM
DESCRIPTION: PROVIDE MATERIAL SUPPORT OF BASE OPERATIONS
OUTPUT MEASURE: LINE ITEMS STOCKED
- 15 FREIGHT
DESCRIPTION: PREPARE GOVERNMENT BILLS OF LADING SCHEDULE FREIGHT
SHIPMENTS AND OTHER ARRANGEMENTS TO MOVE GOODS BY CARRIERS
OUTPUT MEASURE: LINE ITEMS SHIPPED AND RECEIVED
- 16 PASSENGER
DESCRIPTION: ARRANGE TO MOVE INDIVIDUALS AND GROUPS
OUTPUT MEASURE: TRANSPORTATION REQUESTS ISSUED
- 17 HOUSEHOLD GOODS
DESCRIPTION: PREPARE DOCUMENTS, MAINTAIN FILES, FURNISH OTHER SERVICES
NECESSARY TO MOVE GOODS
OUTPUT MEASURE: APPLICATIONS WITH COMPLETED ACTION
- 18 AIR PASSENGERS
DESCRIPTION: PROCESS, MAKE FLIGHT ARRANGEMENTS, FURNISH SERVICES ENROUTE
TO AIR PASSENGERS
OUTPUT MEASURE: PASSENGER AUTHORIZATIONS PROCESSED
- 19 AIR CARGO
DESCRIPTION: PERFORM AIR CARGO HANDLING OPERATIONS INCLUDING REQUIRED
DOCUMENTATION
OUTPUT MEASURE: SHORT TONS IN AND OUT
- 20 RECEIPT R/I
DESCRIPTION: RECEIVE AND INSPECT FEDERAL AGENCY EXCESS PROPERTY
OUTPUT MEASURE: LINE ITEMS RECEIVED

21 PROPERTY CONTROL

DESCRIPTION: PROCESS AND REDISTRIBUTE EXCESS PROPERTY
OUTPUT MEASURE: LINE ITEMS SHIPPED AND REPAINTED

22 MARKETING

DESCRIPTION: MANAGE AND DISPOSE OF EXCESS MATERIAL THROUGH THE DEFENSE
SURPLUS SALES OFFICE
OUTPUT MEASURE: LINE ITEMS DELIVERED

0004203
ELEMENT:

DEPARTMENT OF AIR FORCE
AIR FORCE LOGISTICS COMMAND, CENTRAL PROCUREMENT

MISSION:

PROVIDE PROCUREMENT SERVICES INCLUDING PREAWARD
AND POST AWARD PLANNING ACTIONS

01 PROCUREMENT PLANNING

DESCRIPTION: PERFORM NECESSARY ACTIONS BETWEEN RECEIPT OF A PROCUREMENT
REQUEST AND ISSUANCE OF SOLICITATION FOR BIDS
OUTPUT MEASURE: LINE ITEMS PROCESSED

0004301
ELEMENT:

DEPARTMENT OF AIR FORCE
AIR FORCE LOGISTICS COMMAND, MAINTENANCE AMA

MISSION:

REPAIR AND MODIFY IN A COST EFFECTIVE MANNER
ESSENTIAL AIR FORCE EQUIPMENT IN SUPPORT OF AIR FORCE
PROGRAMS

01 AIRCRAFT REPAIR AND MODIFICATION

DESCRIPTION: INSPECT, REPAIR, MODIFY AND TEST FIRST LINE AIRCRAFT
UTILIZED IN ACCOMPLISHMENT OF AF MISSION
OUTPUT MEASURE: AIRCRAFT PROCESSED BY PROGRAM

02 ENGINE REPAIR

DESCRIPTION: DISASSEMBLE, INSPECT, REPAIR, REASSEMBLE AND TEST
JET, TURBOJET, AND GAS TURBINE ENGINES
OUTPUT MEASURE: ENGINES COMPLETED BY PROGRAM

03 MISTR (COMPONENT ITEM REPAIR)

DESCRIPTION: INSPECT, DISASSEMBLE, REPAIR, REASSEMBLE AND TEST AIR
FORCE EQUIPMENT OTHER THAN AIRCRAFT AND ENGINES
OUTPUT MEASURE: COMPONENT ITEMS COMPLETED

04 MISSILES

DESCRIPTION: INSPECT, DISASSEMBLE, CLEAN, REPAIR, MODIFY, ASSEMBLE
TEST MISSILES
OUTPUT MEASURE: MISSILES PROCESSED BY PROGRAM

0005201
ELEMENT:
MISSION:

DEPARTMENT OF THE NAVY
MARINE CORPS FINANCE CENTER

ADMINISTER, COORDINATE AND SUPERVISE THE DISBURSING OF MARINE CORPS FUNDS IN PAYMENT OF ALL MARINE CORPS MILITARY PERSONNEL, REGULAR, RESERVE AND RETIRED; PAYMENT OF PUBLIC VOUCHERS AND CIVILIAN PAYROLLS FOR AREAS SPECIFICALLY ASSIGNED AND SUCH OTHER DISBURSING DUTIES AS DIRECTED BY THE COMMANDANT OF THE MARINE CORPS

- 01 ACTIVE DUTY MILITARY PERSONNEL PAYROLL
DESCRIPTION: RECEIVE, PROCESS, MAINTAIN, RESEARCH, AUDIT AND CONTROL
PREPARE AND ISSUE CHECKS
OUTPUT MEASURE: ACCOUNTS SERVICED (MONTHLY AVERAGE)
- 02 RESERVE PERSONNEL PAYROLL
DESCRIPTION: RECEIVE, PROCESS, MAINTAIN, RESEARCH, AUDIT AND CONTROL
PAY ACCOUNT TO PREPARE AND ISSUE CHECKS
OUTPUT MEASURE: ACCOUNTS SERVICED (MONTHLY AVERAGE)
- 03 TRAVEL VOUCHER PROCESSING
DESCRIPTION: RECEIVE, PROCESS CLAIMS, ISSUE CHECKS
OUTPUT MEASURE: VOUCHERS PROCESSED (FY TOTAL)
- 04 PUBLIC VOUCHER PROCESSING
DESCRIPTION: RECEIVE AND PROCESS BILLS, PREPARE PVS, ISSUE CHECKS
OUTPUT MEASURE: PUBLIC VOUCHERS PROCESSED (FY TOTAL)
- 05 ALLOTMENT ADMINISTRATION
DESCRIPTION: RECEIVE, PROCESS, MAINTAIN, AUDIT, CONTROL ALLOTMENTS,
PREPARE AND ISSUE CHECKS AND BONDS
OUTPUT MEASURE: ALLOTMENT ACCOUNTS SERVICED (MONTHLY AVERAGE)
- 06 RETIRED PERSONNEL AND SURVIVORS PAYROLL
DESCRIPTION: RECEIVE, PROCESS, MAINTAIN, AUDIT, CONTROL RETIRED ACCOUNTS,
PREPARE AND ISSUE CHECKS
OUTPUT MEASURE: ACTIVE ACCOUNTS SERVICED (MONTHLY AVERAGE)
- 07 MARINE CORPS DISBURSING RECORDS EXAMINATION
DESCRIPTION: EXAMINE AND MAINTAIN RECORDS, COMPILE AND REPORT
ACCOUNTING DATA TO HIGHER AUTHORITY
OUTPUT MEASURE: ACCOUNTS PLACED IN MASTER FILE
- 08 ADMINISTRATIVE, FISCAL AND LOGISTICAL SUPPORT
DESCRIPTION: PROVIDE INTERNAL SECURITY AND COMMUNICATIONS, CASUALTY
EQUIPMENT REPAIRS, SUPPLY
DISTRIBUTION, TRANSPORTATION, CIVILIAN PAYROLL PROCESSING,
BUDGET FUNCTIONS, PERSONNEL REQUIREMENTS AND PERSONNEL
SERVICES
OUTPUT MEASURE: CENTER PERSONNEL SERVICED (MONTHLY AVERAGE)

09 CIVILIAN PERSONNEL MANAGEMENT PROGRAM
DESCRIPTION: IMPLEMENT AND ADMINISTER POLICIES AND PROCEDURES RELATING TO CIVILIAN PERSONNEL ADMINISTRATION IN THE AREAS OF RECRUITMENT, EMPLOYMENT, PLACEMENT, PERSONNEL ACTION PROCESSING, EMPLOYEE RELATIONS AND SERVICES
OUTPUT MEASURE: CENTER CIVILIAN PERSONNEL SERVICED (MONTHLY AVERAGE)

0005204 DEPARTMENT OF THE NAVY
ELEMENT: NAVY AND MARINE CORPS SUPPLY CENTERS
MISSION: PROVIDE MATERIALS HANDLING, TRAFFIC MANAGEMENT, TRANSPORTATION, PACKAGING, PRESERVATION, RECEIPT, STORAGE, ISSUE AND DISPOSAL OF NAVAL MATERIAL

01 NAVAL MATERIAL HANDLING
DESCRIPTION: RECEIVE, STORE AND ISSUE
OUTPUT MEASURE: LINE ITEMS RECEIVED, STORED AND ISSUED

0005207 DEPARTMENT OF THE NAVY
ELEMENT: NAVY FINANCE CENTERS AND OFFICES
MISSION: PROCESS AND PAY NAVY ACTIVE, RESERVE AND RETIRED PERSONNEL; PAY ALLOTMENTS; ISSUE BONDS, PAY COMMERCIAL ACCOUNTS; PERFORM SUCH OTHER DUTIES AS DIRECTED BY THE COMPTROLLER OF THE NAVY

01 ACTIVE DUTY PERSONNEL PAY ACCOUNTS ADMINISTRATION
DESCRIPTION: MAINTAIN PAY ACCOUNTS AND AFFECT ALL REQUIRED ACTIONS TO ADMINISTER, PAY AND EXAMINE ACTIVE DUTY NAVY ACCOUNTS
OUTPUT MEASURE: ACTIVE DUTY PAY RECORDS MAINTAINED (MONTHLY AVERAGE)

02 RETIRED PERSONNEL PAY ACCOUNTS ADMINISTRATION
DESCRIPTION: MAINTAIN PAY ACCOUNTS AND AFFECT ALL REQUIRED ACTIONS TO ADMINISTER, PAY AND EXAMINE NAVY RETIRED PAY ACCOUNTS
OUTPUT MEASURE: RETIRED PAY ACCOUNTS IN FORCE (MONTHLY AVERAGE)

03 PUBLIC FUNDS DISBURSEMENT
DESCRIPTION: PROCESS VOUCHERS, PREPARE AND ISSUE TREAS. CHECKS
OUTPUT MEASURE: TREASURY CHECKS ISSUED

04 PAY AND BOND ALLOTMENT ADMINISTRATION
DESCRIPTION: MAINTAIN ALLOTMENT ACCOUNTS AND PAY ALLOTMENTS FOR ALL NAVY PERSONNEL AND FOR NAVY CIVILIAN PERSONNEL EMPLOYED OUTSIDE CONUS
OUTPUT MEASURE: ALLOTMENTS IN FORCE (MONTHLY AVERAGE)

05 COMMERCIAL ACCOUNTS ADMINISTRATION
DESCRIPTION: RECEIVE AND PROCESS DEALERS BILLS FOR SUPPLIES AND SERVICES, AND PREPARE PUBLIC VOUCHERS FOR PAYMENT
OUTPUT MEASURE: DEALERS INVOICES PAID

0004302 DEPARTMENT OF THE NAVY
 ELEMENT: NAVAL AIR REWORK FACILITIES
 MISSION: OVERHAUL AND REPAIR AIRCRAFT

01 NAVAL AIRCRAFT REWORK
 DESCRIPTION: PROCESS THROUGH PROGRESSIVE REWORK (PAR)
 OUTPUT MEASURE: AIRCRAFT COMPLETED

02 ENGINE OVERHAUL
 DESCRIPTION: OVERHAUL
 OUTPUT MEASURE: ENGINES OVERHAULED

03 AIRCRAFT ENGINE REPAIR
 DESCRIPTION: REPAIR
 OUTPUT MEASURE: ENGINES REPAIRED

04 F/J (REPARABLE) AIRCRAFT COMPONENTS REWORK
 DESCRIPTION: REWORK
 OUTPUT MEASURE: F/J COMPONENTS COMPLETED

0005303 DEPARTMENT OF THE NAVY
 ELEMENT: PUBLIC WORKS CENTERS
 MISSION: PROVIDE FACILITIES MANAGEMENT, ENGINEERING AND INSPECTION SUPPORT, UTILITIES, TRANSPORTATION, FAMILY HOUSING-MANAGEMENT, AND OTHER PUBLIC WORKS FUNCTIONS TO SUPPORT THE FLEET AND SHORE ACTIVITIES

01 REFUSE COLLECTION AND DISPOSAL
 DESCRIPTION: PICK, HAUL TO DISPOSAL SITE AND DISPOSE OF REFUSE
 OUTPUT MEASURE: CUBIC YARDS OF REFUSE COLLECTED AND DISPOSED OF

02 UTILITY PRODUCTION
 DESCRIPTION: GENERATE STEAM
 OUTPUT MEASURE: BTUS GENERATED

03 GROUP A VEHICLE MAINTENANCE
 DESCRIPTION: PROCESS THROUGH MAINTENANCE CYCLE
 OUTPUT MEASURE: SFDANS MAINTAINED

04 GROUP B VEHICLE MAINTENANCE
 DESCRIPTION: PROCESS THROUGH MAINTENANCE CYCLE
 OUTPUT MEASURE: 1/2-TON TRUCKS MAINTAINED

05 UTILITY PRODUCTION
 DESCRIPTION: GENERATE ELECTRICITY
 OUTPUT MEASURE: KWHS GENERATED

0005306
ELEMENT:

DEPARTMENT OF THE NAVY
NAVAL ORDNANCE ACTIVITIES

MISSION:

RECEIVE, RENOVATE, MAINTAIN, STORE AND ISSUE
AMMUNITION, EXPLOSIVES, EXPENDABLE ORDNANCE AND TECHNICAL
ORDNANCE MATERIAL

01 MK 82 BOMB PRODUCTION

DESCRIPTION: LOAD AND ASSEMBLE
OUTPUT MEASURE: MK 82 BOMBS PRODUCED

02 AMMUNITION PROCESSING

DESCRIPTION: RECEIVE, SEGREGATE, STORE AND ISSUE
OUTPUT MEASURE: SHORT TONS HANDLED

0005308
ELEMENT:

DEPARTMENT OF THE NAVY
NAVAL SHIPYARDS

MISSION:

OVERHAUL AND REPAIR NAVY SHIPS AND EQUIPMENT

01 SHIP OVERHAUL

DESCRIPTION: PROCESS THROUGH REGULAR OVERHAUL
OUTPUT MEASURE: PRODUCTION EARNED MAN DAYS

0006114
ELEMENT:

DEPARTMENT OF ARMY
PROFESSIONAL EDUCATION

MISSION:

PROVIDE ADVANCED SCHOOLING OF SELECTED MILITARY PERSONNEL

01 PROFESSIONAL EDUCATION

DESCRIPTION: PROVIDE ADVANCED SCHOOLING IN CIVILIAN INSTITUTIONS,
MILITARY SCHOOLS AND INDUSTRIAL ESTABLISHMENTS
OUTPUT MEASURE: AVERAGE DAILY NUMBER OF STUDENTS

0006118
ELEMENT:

DEPARTMENT OF ARMY
PATIENT CARE IN ARMY FACILITIES

MISSION:

PROVIDE MEDICAL AND DENTAL SERVICES IN MEDICAL CENTERS,
HOSPITALS AND CLINICS

01 PATIENT CARE IN ARMY FACILITIES

DESCRIPTION: PROVIDE MEDICAL, DENTAL, EMERGENCY AND DISEASE PREVENTION
SERVICES
OUTPUT MEASURE: HEALTH CARE COMPOSITE UNIT

000A119 DEPARTMENT OF ARMY
 ELEMENT: SERVICE ACADEMY
 MISSION: OPERATE AND MAINTAIN THE ACADEMY AT WEST POINT AND THE
 SCHOOL AT FORT BELVOIR.

01 SERVICE ACADEMY
 DESCRIPTION: OPERATE AND MAINTAIN THE TWO FACILITIES.
 OUTPUT MEASURE: AVERAGE NUMBER OF STUDENTS

000A123 DEPARTMENT OF ARMY
 ELEMENT: OVERSEA EDUCATION OF DEPENDENTS
 MISSION: PROVIDE EDUCATION FOR MINOR DEPENDENTS

01 OVERSEA EDUCATION OF DEPENDENTS
 DESCRIPTION: PROVIDE EDUCATION FOR ELIGIBLE MINOR DEPENDENTS
 OUTPUT MEASURE: AVERAGE MEMBERSHIP

000A201 DEPARTMENT OF ARMY
 ELEMENT: CENTRAL PROCUREMENT ACTIVITIES
 MISSION: OPERATE THE ARMY'S CENTRAL PROCUREMENT OFFICES AND PROVIDE
 FOR THE RELATED CONTRACT ADMINISTRATION OPERATIONS

01 CENTRAL PROCUREMENT
 DESCRIPTION: OPERATE CENTRAL OFFICES; ADMINISTER CONTRACT OPERATIONS
 OUTPUT MEASURE: PROCUREMENT ACTIONS EXECUTED

000A202 DEPARTMENT OF ARMY
 ELEMENT: SUPPLY DEPOT OPERATION
 MISSION: OPERATE ARMY SUPPLY DEPOTS

01 SUPPLY DEPOT OPERATIONS
 DESCRIPTION: RECEIVE, STORE, ISSUE AND SHIP ASSIGNED STOCK AND ALL
 OPERATIONS INCIDENT THERETO
 OUTPUT MEASURE: SHORT TONS RECEIVED AND SHIPPED

0006203 DEPARTMENT OF ARMY
ELEMENT: WATERPORT OPERATION
MISSION: OPERATE ARMY WATER PORTS
01 WATERPORT OPERATION (NONINDUSTRIALLY FUNDED)
DESCRIPTION: PROCESS MATERIAL AND PASSENGER (INCLUDING DOCUMENTATION)
INTO AND OUT OF PORT TERMINALS
OUTPUT MEASURE: MEASUREMENT TONS HANDLED

0006204 DEPARTMENT OF ARMY
ELEMENT: MAINTENANCE OF MATERIAL
MISSION: PROVIDE FOR SUPPORT MAINTENANCE OF TROOP EQUIPMENT AND
INSTALLATION OPERATING EQUIPMENT WHERE PERFORMED BY SUPPORT
MAINTENANCE ACTIVITY
01 MATERIAL MAINTENANCE
DESCRIPTION: PROVIDE SUPPORT MAINTENANCE OF TROOP EQUIPMENT AND CLASS I
AND II INSTALLATION OPERATING EQUIPMENT INCLUDING
INSPECTION, CLASSIFICATION TRAINING, PART CONTRACT AND
OTHER SERVICES SUPPORTING THE SUPPORT MAINTENANCE FUNCTION
OUTPUT MEASURE: END ITEMS PROCESSED

0006205 DEPARTMENT OF ARMY
ELEMENT: BASE SERVICES
MISSION: PROVIDE ALL BASE SERVICES INCLUDING COMMUNICATIONS,
TRANSPORTATION AND SECURITY
01 BASE SERVICES
DESCRIPTION: INSTALL AND MAINTAIN COMMUNICATION SERVICES, PROVIDE LOCAL
TRANSPORTATION, TELEVISION, SECURITY AND PHOTOGRAPHIC
SERVICES, OPERATE TRANSPORTATION OFFICE
OUTPUT MEASURE: POPULATION SERVED

0006206 DEPARTMENT OF ARMY
ELEMENT: SUPPLY OPERATIONS

MISSION: OPERATE RETAIL LEVEL SUPPLY POINTS

01 SUPPLY OPERATIONS

DESCRIPTION: OPERATE CONSOLIDATED POST SUPPLY FUNCTIONS INCLUDING SELF
SERVICE SUPPLY CENTERS, CLOTHING SALES ETC
OUTPUT MEASURE: POPULATION SERVED

0006207 DEPARTMENT OF ARMY
ELEMENT: PERSONNEL SUPPORT

MISSION: PROVIDE APPROPRIATE PERSONAL SERVICE TO MILITARY AND
CIVILIAN PERSONNEL ASSIGNED

01 PERSONNEL SUPPORT

DESCRIPTION: PROVIDE CHAPLAIN, SPECIAL INFORMATION, FOOD, HOUSING
AND LAUNDRY SERVICES
OUTPUT MEASURE: POPULATION SERVED

0006208 DEPARTMENT OF ARMY
ELEMENT: OPERATION OF UTILITIES

MISSION: PROVIDE UTILITIES SERVICES (EXCEPT COMMUNICATIONS) INCLUDING
ELECTRICITY, HEAT, AIR CONDITIONING ETC.

01 OPERATION OF UTILITIES

DESCRIPTION: PROVIDE ELECTRICITY, WATER, HEAT, AIR CONDITIONING AND SEWER
SERVICES TO SUPPORT INSTALLATION
OUTPUT MEASURE: POPULATION SERVICED, RESIDENT

0006209 DEPARTMENT OF ARMY
ELEMENT: OTHER ENGINEERING SUPPORT

MISSION: PROVIDE MISCELLANEOUS REAL PROPERTY SERVICES

01 OTHER ENGINEERING SUPPORT

DESCRIPTION: PROVIDE FIRE PROTECTION, CUSTODIAL, ENTOMOLOGY, REFUSE
COLLECTION AND SNOW REMOVAL SERVICES
OUTPUT MEASURE: SQUARE FEET OF BUILDING FLOOR SPACE MAINTAINED

0006210 DEPARTMENT OF ARMY
ELEMENT: ADMINISTRATION
MISSION: PROVIDE ALL ACTIVITIES CONCERNED WITH THE INSTALLATION OR
ACTIVITY HEADQUARTERS COMMAND

01 ADMINISTRATION
DESCRIPTION: PROVIDE ALL ACTIVITIES CONCERNED WITH HEADQUARTERS, TRAINING
NOT ELSEWHERE IDENTIFIED, AND MISC. SERVICES NOT OTHERWISE
SPECIFICALLY PROVIDED FOR
OUTPUT MEASURE: POPULATION SERVED

0006212 DEPARTMENT OF ARMY
ELEMENT: MAINTENANCE AND REPAIR OF REAL PROPERTY
MISSION: MAINTAIN AND REPAIR REAL PROPERTY

01 REAL PROPERTY MAINTENANCE
DESCRIPTION: MAINTAIN AND REPAIR REAL PROPERTY INCLUDING GROUNDS AND
PAVEMENTS, MACHINES AND CONSTRUCTION CLASSIFIED REPAIR
OUTPUT MEASURE: SQUARE FEET OF FLOOR AREA

0006213 DEPARTMENT OF ARMY
ELEMENT: SUPPLY MANAGEMENT OPERATION (ICP)
MISSION: OPERATE CONUS NATIONAL INVENTORY CONTROL POINTS

01 SUPPLY MANAGEMENT OPERATION (ICP)
DESCRIPTION: OPERATE CONUS INVENTORY CONTROL POINTS AND CLASS MANAGER
AGENCIES INCLUDING CATALOGING AND OVERSEA INVENTORY CONTROL
POINTS
OUTPUT MEASURE: ACTIONS PROCESSED

0006220 DEPARTMENT OF ARMY
ELEMENT: RECRUITING AND EXAMINING
MISSION: PROVIDE RECRUITING AND EXAMINING ACTIVITIES

01 RECRUITING AND EXAMINING
DESCRIPTION: PROVIDE FOR OPERATION OF ARMED FORCES EXAMINING AND
ENTRANCE STATIONS AND RECRUITING ACTIVITIES
OUTPUT MEASURE: PERSONS EXAMINED

0006331
ELEMENT:

DEPARTMENT OF ARMY

DEPOT MAINTENANCE

MISSION:

PERFORM DEPOT LEVEL MAINTENANCE ON ARMY MATERIAL AND
EQUIPMENT

01 AIRCRAFT MAINTENANCE

DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: AIRCRAFT REPAIRED, OVERHAULED CONVERTED OR RENOVATED

02 COBRA HELICOPTER MAINTENANCE

DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED

03 CHINOOK HELICOPTER MAINTENANCE

DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED

04 IROQUOIS HELICOPTER MAINTENANCE

DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED

05 RAVEN HELICOPTER MAINTENANCE

DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED

06 CAYUSE HELICOPTER MAINTENANCE

DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED

07 OTHER HELICOPTER MAINTENANCE

DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: HELICOPTERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED

08 HELICOPTER TURBINE ENGINE MAINTENANCE

DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: HELICOPTER TURBINE ENGINES REPAIRED, OVERHAULED

- 99 84: ANTI AIRCRAFT GUN MAINTENANCE
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: GUNS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
- 10 155 MM HOWITZER MAINTENANCE (SELF PROPELLED)
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: HOWITZERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
- 11 105 MM HOWITZER MAINTENANCE (SELF PROPELLED)
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: HOWITZERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
- 12 8 INCH HOWITZER MAINTENANCE (SELF PROPELLED)
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: HOWITZERS REPAIRED, OVERHAULED CONVERTED OF RENOVATED
- 13 175 MM GUN MAINTENANCE (SELF PROPELLED)
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: GUNS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
- 14 155 MM HOWITZER MAINTENANCE (TOWED)
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: HOWITZERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
- 15 105 MM HOWITZER MAINTENANCE (TOWED)
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: HOWITZERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
- 16 GROUND RADAR MAINTENANCE
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: RADAR SETS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
- 17 RADIO TRANSMITTER MAINTENANCE
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: RADIO TRANSMITTERS REPAIRED, OVERHAULED CONVERTED

- 18 RADIO RECEIVER MAINTENANCE
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: RADIO RECEIVERS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
- 19 RADIO RECEIVER TRANSMITTER MAINTENANCE
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: RECEIVER-TRANSMITTERS REPAIRED, OVERHAULED CONVERTED
- 20 RADIO SET MAINTENANCE
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: RADIO SETS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
- 21 M 48 TANK MAINTENANCE
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: M48 TANKS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
- 22 M 60 TANK MAINTENANCE
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: M60 TANKS REPAIRED, OVERHAULED CONVERTED OR RENOVATED
- 23 MEDIUM TRUCK TRACTOR MAINTENANCE
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: MEDIUM TRUCK TRACTORS REPAIRED, OVERHAULED CONVERTED
- 24 MOTORIZED HIGHWAY GRADER MAINTENANCE
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: MOTORIZED HIGHWAY GRADERS REPAIRED, OVERHAULED CONVERTED
- 25 M113 ARMORED PERSONNEL CARRIER MAINTENANCE
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: M113 ARMORED PERSONNEL CARRIERS REPAIRED, OVERHAULED
- 26 M114 CREW CARRIER MAINTENANCE
DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
CONVERSION AND RENOVATION
OUTPUT MEASURE: M114 CREW CARRIERS REPAIRED, OVERHAULED CONVERTED

- 27 HAWK MISSILE MAINTENANCE
 DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
 NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
 CONVERSION AND RENOVATION
 OUTPUT MEASURE: HAWK MISSILES REPAIRED, OVERHAULED CONVERTED OR RENOVATED
- 28 OTHER MISSILE MAINTENANCE
 DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF
 NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
 CONVERSION AND RENOVATION
 OUTPUT MEASURE: OTHER MISSILES REPAIRED, OVERHAULED CONVERTED OR RENOVATED

0006332 DEPARTMENT OF ARMY
 ELEMENT: DEPOT MAINTENANCE-TRUCKS
 MISSION: PERFORM DEPOT LEVEL MAINTENANCE ON ARMY TRUCKS

- 01 FIVE TON TRUCK MAINTENANCE
 DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF THE
 NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
 CONVERSION AND RENOVATION.
 OUTPUT MEASURE: FIVE TON TRUCKS MAINTAINED
- 02 2 1/2 TON TRUCK MAINTENANCE
 DESCRIPTION: PERFORM DEPOT LEVEL MAINTENANCE CONSISTING OF THE FOLLOWING:
 NORMAL OVERHAUL, DAMAGE REPAIR, PROGRESSIVE MAINTENANCE,
 CONVERSION AND RENOVATION.
 OUTPUT MEASURE: 2 1/2 TON TRUCKS MAINTAINED

0007201 DEPARTMENT OF DEFENSE
 ELEMENT: DEFENSE SUPPLY AGENCY
 MISSION: WORLD-WIDE WHOLESALe SUPPLY SUPPORT; CONTRACT
 ADMINISTRATION SERVICES TO DOD, NASA, AND OTHER
 GOVERNMENT AGENCIES; AND DEFENSE-WIDE LOGISTICS SERVICES

- 01 PROCUREMENT
 DESCRIPTION: PROCURE ITEMS OF SUPPLY ASSIGNED TO DSA
 OUTPUT MEASURE: PROCUREMENT ACTIONS COMPLETED (AWARDS)
- 02 MATERIEL MANAGEMENT
 DESCRIPTION: PROVIDE STOCK CONTROL, SUPPLY SUPPORT AND INVENTORY
 MANAGEMENT OF ITEMS
 OUTPUT MEASURE: REQUISITIONS PROCESSED
- 03 DEPOT OPERATIONS
 DESCRIPTION: RECEIVE STORE, ASSEMBLE AND SHIP ITEMS
 OUTPUT MEASURE: LINE ITEMS RECEIVED AND SHIPPED

04 CONTRACT ADMINISTRATION
 DESCRIPTION: PROVIDE PRE-AWARD AND POST-AWARD PLANNING; ADMINISTER CONTRACTS
 OUTPUT MEASURE: CONTRACTS ON HAND

05 CONTRACT QUALITY ASSURANCE
 DESCRIPTION: ADMINISTER, PLAN AND MANAGE THE QUALITY CONTROL FUNCTION
 OUTPUT MEASURE: DEFLATED DOLLAR VALUE OF MATERIAL INSPECTED

06 CONTRACT PROCESSING
 DESCRIPTION: ADMINISTER, PLAN AND MANAGE THE FINANCIAL OPERATION
 OUTPUT MEASURE: INVOICES COMPLETED

07 PERSONNEL SUPPLY CENTER
 DESCRIPTION: CONDUCT PRODUCTION TESTING, MANUFACTURE SPECIAL SIZE UNIFORMS AND ITEMS IN SHORT SUPPLY AND COMPLETE DEFAULTED CONTRACTS
 OUTPUT MEASURE: DEFLATED DOLLAR VALUE OF REVENUE EARNED

0008101
 ELEMENT:

DEPARTMENT OF TRANSPORTATION
 COAST GUARD, SEARCH AND RESCUE

MISSION:

OPERATE RESCUE FACILITIES (AIRCRAFT, SHIPS, SMALL BOATS AND STATIONS) FOR AIDING PERSONS AND PROPERTY IN DISTRESS ON THE HIGH SEAS AND WATERS SUBJECT TO THE JURISDICTION OF THE UNITED STATES

01 SEARCH AND RESCUE

DESCRIPTION: PROVIDE AID TO PERSONS AND PROPERTY IN DISTRESS
 OUTPUT MEASURE: RESPONSES TO SEARCH AND RESCUE CASES

02 DOMESTIC ICEBREAKING

DESCRIPTION: PROVIDE ICEBREAKING SERVICES FOR MARINE INTERESTS WITHIN DOMESTIC AREAS
 OUTPUT MEASURE: MILES OF TRACK OPENED THROUGH ICE

0008104
 ELEMENT:

DEPARTMENT OF TRANSPORTATION
 COAST GUARD, AIDS TO NAVIGATION

MISSION:

OPERATE LIGHTHOUSES, LIGHTSHIPS BUOYS, BEACONS AND ELECTRONIC POSITION FIXING (LORAN) STATIONS FOR ASSISTING SAFE AND EXPEDITIOUS MOVEMENTS OF ALL WATERBORNE CRAFT, AND COMMERCIAL AND MILITARY AIRCRAFT OVER THE HIGH SEAS

01 SHORT RANGE AIDS TO NAVIGATION

DESCRIPTION: PERFORM OPERATIONS NECESSARY FOR SAFETY AND SPEED OF WATERBORNE CRAFT AND OF AIRCRAFT FLYING OVER HIGH SEAS
 OUTPUT MEASURE: FLOAT' FIXED, SHORT RANGE ELECTRONIC AND PRIVATE AIDS ADMIN D

02 LORAN A

DESCRIPTION: PERFORM OPERATIONS NECESSARY FOR SAFETY AND SPEED OF
WATERBORNE CRAFT AND OF AIRCRAFT FLYING OVER HIGH SEAS
OUTPUT MEASURE: LORAN A COVERAGE (MILLIONS OF SQUARE MILES)

03 LORAN C

DESCRIPTION: PERFORM OPERATIONS NECESSARY FOR SAFETY AND SPEED OF
WATERBORNE CRAFT AND OF AIRCRAFT FLYING OVER HIGH SEAS
OUTPUT MEASURE: LORAN C COVERAGE (MILLIONS OF SQUARE MILES)

04 BRIDGE ADMINISTRATION

DESCRIPTION: PERFORM OPERATIONS NECESSARY FOR SAFETY AND SPEED OF
WATERBORNE CRAFT AND OF AIRCRAFT FLYING OVER HIGH SEAS
OUTPUT MEASURE: BRIDGE PERMITS AND REGULATIONS PROCESSED

000R121

ELEMENT:

DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION, FLIGHT TRAFFIC SERVICES

MISSION:

PROVIDE A NATIONAL SYSTEM OF AIR TRAFFIC CONTROL AND
FLIGHT SERVICES TO ASSURE SAFETY, RELIABILITY AND
REGULARITY OF FLIGHT OPERATIONS FOR CIVIL AND MILITARY
AIRCRAFT

01 FLIGHT SERVICE STATIONS

DESCRIPTION: PROVIDE PREFLIGHT AND INFLIGHT ADVISORY SERVICE, AND
OTHER SERVICES TO PILOTS
OUTPUT MEASURE: SERVICES PROVIDED

000R122

ELEMENT:

DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION AIRPORT TRAFFIC SERVICES

MISSION:

PROVIDE A NATIONAL SYSTEM OF AIR TRAFFIC CONTROL AND
FLIGHT SERVICES TO ASSURE SAFETY, RELIABILITY AND
REGULARITY OF FLIGHT OPERATION FOR CIVIL AND MILITARY
AIRCRAFT

01 AIRPORT TERMINALS

DESCRIPTION: PROVIDE TERMINAL SEPARATION AND SAFE, EXPEDITIOUS MOVEMENT
OF AIRCRAFT APPROACHING AND DEPARTING FROM AN AIRPORT,
INCLUDING LANDING, TAKEOFF, AND TAXING
OUTPUT MEASURE: AIRCRAFT SERVICES RENDERED

0009201
ELEMENT: GENERAL SERVICES ADMINISTRATION
PUBLIC BUILDINGS SERVICE, BUILDINGS MANAGEMENT

MISSION: MAINTAIN, OPERATE AND PROTECT GOVERNMENT-OWNED
AND LEASED SPACE

- 01 CLEANING, GOVERNMENT-OWNED SPACE
DESCRIPTION: PROVIDE CLEANING SERVICE TO BUILDING
OUTPUT MEASURE: AVERAGE SQUARE FEET CLEANED
- 02 CLEANING, LEASED SPACE
DESCRIPTION: PROVIDE CLEANING SERVICE TO BUILDING
OUTPUT MEASURE: AVERAGE SQUARE FEET CLEANED
- 03 PROTECTION, GOVERNMENT-OWNED SPACE
DESCRIPTION: PROVIDE ADEQUATE PROTECTION OF BUILDINGS, BOTH GUARDING
AND FIRE PROTECTION
OUTPUT MEASURE: AVERAGE SQUARE FEET PROTECTED
- 04 PROTECTION, LEASED SPACE
DESCRIPTION: PROVIDE ADEQUATE PROTECTION, BOTH GUARDING AND FIRE
OUTPUT MEASURE: AVERAGE SQUARE FEET PROTECTED
- 05 MECHANICAL MAINTENANCE, GOVERNMENT-OWNED SPACE
DESCRIPTION: PROVIDE MINOR MAINTENANCE AND REPAIRS OF PLANT AND
EQUIPMENT
OUTPUT MEASURE: AVERAGE SQUARE FEET OF AREA OF JURISDICTION
- 06 MECHANICAL MAINTENANCE, LEASED SPACE
DESCRIPTION: PROVIDE MINOR MAINTENANCE AND REPAIRS OF PLANT AND
EQUIPMENT.
OUTPUT MEASURE: AVERAGE SQUARE FEET OF AREA OF JURISDICTION

0009202
ELEMENT: GENERAL SERVICES ADMINISTRATION
OFFICE OF FINANCE, ACCOUNTING CENTERS

MISSION: PROVIDE A PAYABLE, RECEIVABLE, AND PAYROLL
FUNCTION TO GSA APPROPRIATIONS AND FUNDS, PRESIDENTIAL
COMMISSIONS AND OTHER AGENCIES SERVICED

- 01 PAY INVOICES
DESCRIPTION: AUDIT VOUCHERS, MATCH PURCHASE ORDERS, RECEIVING REPORTS,
INVOICES FOR PAYMENT
OUTPUT MEASURE: INVOICES PAID
- 02 PAY EMPLOYEES
DESCRIPTION: REVIEW TIME AND ATTENDANCE CARDS, CHECK ALLOTMENTS
DEDUCTIONS, AND LEAVE IN ISSUING BIWEEKLY PAY CHECKS
OUTPUT MEASURE: EMPLOYEES PAYROLLED

03 MAKE BILLINGS

DESCRIPTION: BILL AND COLLECT FOR SERVICES RENDERED BY GSA
OUTPUT MEASURE: BILLS MAILED

0009203
ELEMENT:

GENERAL SERVICES ADMINISTRATION
PUBLIC BUILDINGS SERVICE, OFFICE OF SPACE MANAGEMENT

MISSION:

PLAN, DIRECT, AND COORDINATE PROGRAMS FOR THE ACQUISITION, ASSIGNMENT, AND UTILIZATION OF GOVERNMENT-OWNED AND LEASED SPACE WHICH PROVIDE HOUSING ACCOMODATIONS FOR GOVERNMENT AGENCIES; ACQUIRE REAL PROPERTY FOR USE AS SITES FOR FEDERAL CONSTRUCTION PROJECTS AND MANAGE SUCH PROPERTIES UNTIL REQUIRED FOR COMMENCEMENT OF CONSTRUCTION; DEVELOP AND PROMOTE THE APPLICATION OF STANDARDS TO ATTAIN MAXIMUM UTILIZATION OF REAL PROPERTY

01 LEASE ACQUISITION

DESCRIPTION: ACQUIRE THE NECESSARY LEASED SPACE TO HOUSE
FEDERAL AGENCIES
OUTPUT MEASURE: LEASES ACQUIRED

02 SITE ACQUISITION

DESCRIPTION: ACQUIRE THE NECESSARY PARCELS OF REAL PROPERTY AS SITES FOR
FEDERAL CONSTRUCTION PROJECTS
OUTPUT MEASURE: PARCELS ACQUIRED

03 ASSIGNMENT

DESCRIPTION: ASSIGN SPACE WHEN REQUESTED BY OTHER FEDERAL AGENCIES
OUTPUT MEASURE: ASSIGNMENTS MADE

0009204
ELEMENT:

GENERAL SERVICES ADMINISTRATION
NATIONAL ARCHIVES AND RECORDS SERVICE

MISSION:

SELECT, PRESERVE, AND MAKE AVAILABLE TO THE GOVERNMENT AND THE PUBLIC THE NONCURRENT AND HISTORICALLY VALUABLE RECORDS OF THE FEDERAL GOVERNMENT

01 INFORMATION SERVICES

DESCRIPTION: RESPOND TO INQUIRIES RECEIVED FROM GOVERNMENT AGENCIES AND
THE PUBLIC
OUTPUT MEASURE: INFORMATION SERVICES PROVIDED

02 ARCHIVES AND RECORDS

DESCRIPTION: ACCESSIONING, STORING AND SERVICING ARCHIVES AND RECORDS
OUTPUT MEASURE: CUBIC FEET ADMINISTERED

03 MANUSCRIPTS

DESCRIPTION: EDITING AND INDEXING, OF THE OFFICIAL TEXT OF LAWS,
PRESIDENTIAL MESSAGES AND ORDERS, AND AGENCY RULES
AND REGULATIONS
OUTPUT MEASURE: PAGES PROCESSED

0009205
ELEMENT:

GENERAL SERVICES ADMINISTRATION
OFFICE OF AUDITS AND INVESTIGATIONS (ADMINIST)

MISSION:

PLANS, DIRECTS, COORDINATES AND PERFORMS ON AN
AGENCYWIDE BASIS, ALL AUDIT AND INVESTIGATIVE ACTIVITIES.

01 AUDITS

DESCRIPTION: AUDIT OF INTERNAL OPERATIONS AND GOVERNMENT CONTRACTS
WITH GSA
OUTPUT MEASURE: AUDITS COMPLETED

02 INVESTIGATIONS

DESCRIPTION: INVESTIGATE COMPLAINTS INDICATING VIOLATIONS OF FEDERAL
STATUTES WITHIN OUR JURISDICTION AND ADMINISTER AGENCY
PERSONNEL AND PHYSICAL SECURITY PROGRAMS
OUTPUT MEASURE: CASES PROCESSED

0009206
ELEMENT:

GENERAL SERVICES ADMINISTRATION
OAD, PERSONNEL SERVICES

MISSION:

PROVIDE PERSONNEL SERVICES FOR GSA MANAGEMENT AND
EMPLOYEES INCLUDING SERVICES IN THE AREAS OF EMPLOYMENT,
COMPENSATION, TRAINING, AND EMPLOYEE-MANAGEMENT RELATIONS.

01 EMPLOYMENT

DESCRIPTION: RECRUIT, PLACE, PROMOTE, REASSIGN, AND SEPARATE EMPLOYEES
OUTPUT MEASURE: EMPLOYMENT ACTIONS COMPLETED

02 COMPENSATION

DESCRIPTION: EVALUATE POSITIONS; ISSUE CLASSIFICATION GUIDES, WAGE
SCHEDULES, AND PAY INSTRUCTIONS
OUTPUT MEASURE: COMPENSATION ACTIONS COMPLETED

03 EMPLOYEE RELATIONS

DESCRIPTION: ACT ON FORMAL GRIEVANCES AND APPEALS, TAKE DISCIPLINARY
ACTIONS; AND PROCESS SUGGESTIONS, PERFORMANCE AWARDS, AND
RETIREMENT APPLICATIONS
OUTPUT MEASURE: EMPLOYEE RELATIONS ACTIONS COMPLETED

04 TRAINING

DESCRIPTION: PROVIDE AND/OR COORDINATE THE TRAINING OF GSA EMPLOYEES
OUTPUT MEASURE: MANHOURS OF TRAINING FOR GSA EMPLOYEES

0009208
ELEMENT: GENERAL SERVICES ADMINISTRATION
TRANSPORTATION AND COMMUNICATIONS SERVICE
MISSION: PROVIDE GOVERNMENT-WIDE LEADERSHIP IN THE
DEVELOPMENT AND OPERATION OF PROGRAMS CONCERNING
TRANSPORTATION, UTILITIES, AND COMMUNICATIONS SERVICE IN
THE EXECUTIVE AGENCIES

01 OPERATIONAL MANAGEMENT

DESCRIPTION: ASSIST AGENCIES ON REQUEST OR NEED
OUTPUT MEASURE: AGENCY ASSISTANCE ACTIONS

02 MOTOR EQUIPMENT

DESCRIPTION: PERFORM AUTOMOTIVE AND ALLIED SERVICES
OUTPUT MEASURE: DEFLATED DOLLARS RECEIVED

03 TELECOMMUNICATIONS OPERATIONS

DESCRIPTION: PERFORM TELECOMMUNICATIONS SERVICES TO GSA AND OTHER
AGENCIES
OUTPUT MEASURE: DEFLATED DOLLARS RECEIVED

0009210
ELEMENT: GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICE, SUPPLY DISTRIBUTION
MISSION: MANAGE AND OPERATE GSA SUPPLY FACILITIES SYSTEM,
INTERAGENCY SELF-SERVICE FACILITIES, OVERSEAS SUPPLY SUPPORT
PROGRAM, MERCHANDISE RETURNS PROGRAMS, AND SPECIAL
LOGISTICS PROGRAMS ASSIGNED TO THE FEDERAL SUPPLY SERVICE

01 DISTRIBUTION OPERATIONS

DESCRIPTION: STORE STOCK SHIPMENTS
OUTPUT MEASURE: DEFLATED DOLLAR VALUE OF STORES STOCK SHIPMENTS

02 SUPPORT OF OVERSEAS ACTIVITIES

DESCRIPTION: EXPORT PACKING OF SUPPLIES
OUTPUT MEASURE: DEFLATED DOLLAR VALUE OF EXPORT PACKING

03 RETURNS ACTIVITY

DESCRIPTION: PROCESS RETURN EXCESS SUPPLIES
OUTPUT MEASURE: DEFLATED DOLLAR VALUE OF RETURNED SUPPLIES

0009211
ELEMENT: GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICE, PROCUREMENT

MISSION: DEVELOP AND EXECUTE FSS PROGRAMS OF PURCHASING AND CONTRACTING, INCLUDING THE SELECTION OF COMMODITIES AND SERVICES FOR INCLUSION IN THE FSS SYSTEM, AND THE DETERMINATION OF THE MOST ECONOMICAL AND EFFECTIVE METHOD OF SUPPLY, AND EXCEPT FOR ADP EQUIPMENT, PERFORMS CENTRALIZED PROCUREMENT ON A NATIONAL BASIS OF COMMODITIES REQUIRED FOR THE FSS STORES STOCK, FEDERAL SUPPLY SCHEDULE AND DIRECT DELIVERY PROGRAMS

01 PROCUREMENTS EXCEEDING \$25.00
DESCRIPTION: AWARD CONTRACT
OUTPUT MEASURE: CONTRACTS OVER \$2500

02 PROCUREMENTS \$25.00 AND UNDER
DESCRIPTION: AWARD CONTRACT
OUTPUT MEASURE: SMALL PURCHASE CONTRACTS

0009212
ELEMENT: GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICES, SUPPLY CONTROL

MISSION: PERFORM ORDER PROCESSING AND CONTROL, INVENTORY MANAGEMENT SUPPLY DATA, SYSTEMS, COMMODITY AND DATA MANAGEMENT AND CATALOG FUNCTIONS FOR FSS

01 ORDER PROCESSING AND CONTROL
DESCRIPTION: PROCESS ALL AGENCY ORDERS; MONITOR ORDERS THROUGH SUPPLY CYCLE; MAINTAIN STATUS OF ORDERS IN THE CYCLE
OUTPUT MEASURE: LINES OF CUSTOMER ORDERS RECEIVED

02 MANAGEMENT OF INVENTORY LEVELS
DESCRIPTION: CONTROL INVENTORY LEVELS
OUTPUT MEASURE: MASTER STOCK ITEM RECORDS MAINTAINED

03 MANAGEMENT OF REPLENISHMENT
DESCRIPTION: DETERMINE REPLENISHMENT REQUIREMENTS
OUTPUT MEASURE: REPLENISHMENT ACTIONS TAKEN

04 SUPPORT OF OVERSEAS ACTIVITIES
DESCRIPTION: PROCESS AND MONITOR REQUISITIONS FOR OVERSEAS SHIPMENTS
OUTPUT MEASURE: LINES OF CUSTOMER ORDERS RECEIVED

0009213
ELEMENT:

GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICE, INSPECTION

MISSION:

INSURE THE TIMELY DELIVERY AND QUALITY OF ITEMS
ENTERING THE FEDERAL SUPPLY SYSTEM AND THE QUALITY OF
ITEMS IN STORAGE

01 INSPECTION

DESCRIPTION: INSPECT AND LABORATORY TEST ITEMS PROCURED AND IN STORAGE
IN FSS DEPOTS; PERFORM FIELD CONTRACT ADMINISTRATION
OUTPUT MEASURE: CONTRACTS CLOSED

0009214
ELEMENT:

GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICE, SUPPLY STANDARDIZATION

MISSION:

DEVELOP AND ISSUE FEDERAL SPECIFICATIONS, PERFORM
CATALOGING AND LABORATORY SUPPORT IN DEVELOPING TEST
METHODS

01 SPECIFICATIONS AND STANDARDS

DESCRIPTION: DEVELOP AND ISSUE SPECIFICATIONS AND STANDARDS
OUTPUT MEASURE: SPECIFICATION AND STANDARD ACTIONS TAKEN

02 CATALOGING

DESCRIPTION: CATALOG ALL NON-MILITARY ITEMS FOR WHICH GSA IS THE
INTEGRATED MATERIAL MANAGER
OUTPUT MEASURE: CATALOGING ACTIONS TAKEN

0010101
ELEMENT:

DEPARTMENT OF HEALTH, EDUCATION AND WELFARE
SOCIAL SECURITY ADMINISTRATION

MISSION:

ADMINISTER THE NATION'S SOCIAL INSURANCE PROGRAM
INCLUDING PROVISION OF MONTHLY BENEFITS TO RETIREES AND
FAMILIES OF DECEASED RETIREES, PROVISION OF BENEFITS TO
DISABLED INDIVIDUALS; PROVISION OF HOSPITAL AND MEDICAL
INSURANCE TO RETIREES; AND MAINTENANCE OF SOCIAL SECURITY
EARNINGS ACCOUNTS

01 RETIREMENT AND SURVIVOR INSURANCE PROGRAM

DESCRIPTION: MAKE INITIAL DETERMINATION OF ENTITLEMENT TO RETIREMENT AND
SURVIVOR CLAIMS
OUTPUT MEASURE: ITEMS PROCESSED

02 RETIREMENT AND SURVIVOR INSURANCE PROGRAM

DESCRIPTION: ADJUDICATE RETIREMENT AND SURVIVOR CLAIMS
OUTPUT MEASURE: APPLICATIONS PROCESSED

- 03 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: REVIEW RETIREMENT AND SURVIVOR CLAIMS
OUTPUT MEASURE: FOLDERS REVIEWED
- 04 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: RECONSIDER BASIC ENTITLEMENT
OUTPUT MEASURE: FOLDERS RECONSIDERED
- 05 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: CONDUCT RETIREMENT AND SURVIVOR HEARINGS
OUTPUT MEASURE: APPLICATIONS PROCESSED
- 06 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: HOLD RETIREMENT AND SURVIVORS REVIEWS BEFORE COUNCIL
OUTPUT MEASURE: REVIEWS HELD
- 07 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: PROCESS RETIREMENT AND SURVIVOR COURT REMANDS
OUTPUT MEASURE: CASES PROCESSED
- 08 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: REVIEW RETIREMENT AND SURVIVORS BENEFITS IN FORCE
OUTPUT MEASURE: BENEFICIARIES REVIEWED
- 09 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: REVIEW AUTOMATIC EARNINGS OPERATION
OUTPUT MEASURE: BENEFICIARIES REVIEWED
- 10 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: RECOMPUTE EARNINGS RECORD
OUTPUT MEASURE: ITEMS PROCESSED
- 11 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: DETERMINE CONTINUATION OF ELIGIBILITY BY REVIEW OF REPRESENTATIVE PAYEE ACCOUNTABILITY REPORTS
OUTPUT MEASURE: ITEMS REVIEWED
- 12 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: DETERMINE CONTINUATION OF ELIGIBILITY BY INVESTIGATING BENEFICIARY EARNINGS
OUTPUT MEASURE: BENEFICIARIES INVESTIGATED
- 13 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: DETERMINE EFFECT ON ELIGIBILITY OF SCHOOL ATTENDANCE
OUTPUT MEASURE: BENEFICIARIES REVIEWED
- 14 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: REQUEST REFUNDS OF OVERPAYMENTS
OUTPUT MEASURE: REQUESTS PROCESSED
- 15 RETIREMENT AND SURVIVOR INSURANCE PROGRAM
DESCRIPTION: PROCESS PUBLIC INQUIRIES
OUTPUT MEASURE: INQUIRIES PROCESSED

16	RETIREMENT AND SURVIVOR INSURANCE PROGRAM	DESCRIPTION: PROCESS SPECIAL AGE 72 CLAIMS OUTPUT MEASURE: CLAIMS PROCESSED
17	DISABILITY INSURANCE PROGRAM	DESCRIPTION: PROCESS INITIAL ENTITLEMENT DETERMINATION FOR DISABILITY INSURANCE CLAIMS OUTPUT MEASURE: CLAIMS PROCESSED
18	DISABILITY INSURANCE PROGRAM	DESCRIPTION: ACCEPT AND DEVELOP DISABILITY INSURANCE CLAIMS OUTPUT MEASURE: APPLICATIONS PROCESSED
19	DISABILITY INSURANCE PROGRAM	DESCRIPTION: DEVELOP CLAIMS FROM DEPENDENTS OF DISABLED WORKERS OUTPUT MEASURE: APPLICATIONS PROCESSED
20	DISABILITY INSURANCE PROGRAM	DESCRIPTION: REVIEW DISABILITY INSURANCE DETERMINATION OUTPUT MEASURE: DETERMINATIONS REVIEWED
21	DISABILITY INSURANCE PROGRAM	DESCRIPTION: REVIEW DISABILITY INSURANCE CLAIMS OUTPUT MEASURE: CLAIMS REVIEWED
22	DISABILITY INSURANCE PROGRAM	DESCRIPTION: RECONSIDER DISABILITY DETERMINATION OUTPUT MEASURE: APPLICATIONS RECONSIDERED
23	DISABILITY INSURANCE PROGRAM	DESCRIPTION: PROCESS DISABILITY INSURANCE REQUESTS FOR HEARINGS OUTPUT MEASURE: APPLICATIONS RECONSIDERED
24	DISABILITY INSURANCE PROGRAM	DESCRIPTION: HOLD DISABILITY REVIEWS BEFORE COUNCIL OUTPUT MEASURE: REVIEWS HELD
25	DISABILITY INSURANCE PROGRAM	DESCRIPTION: PROCESS DISABILITY COURT REMANDS OUTPUT MEASURE: CASES PROCESSED
26	DISABILITY INSURANCE PROGRAM	DESCRIPTION: HANDLE COURT CASES OUTPUT MEASURE: ITEMS HANDLED
27	DISABILITY INSURANCE PROGRAM	DESCRIPTION: REVIEW BENEFITS IN FORCE OUTPUT MEASURE: BENEFICIARIES REVIEWED
28	DISABILITY INSURANCE PROGRAM	DESCRIPTION: REVIEW AUTOMATIC EARNINGS OPERATION OUTPUT MEASURE: FOLDERS REVIEWED

- 29 DISABILITY INSURANCE PROGRAM
 DESCRIPTION: REQUEST REFUND OF OVERPAYMENTS
 OUTPUT MEASURE: REFUNDS REQUESTED
- 30 DISABILITY INSURANCE PROGRAM
 DESCRIPTION: DETERMINE CONTINUATION OF ELIGIBILITY FOR DISABILITY BENEFIT
 OUTPUT MEASURE: DETERMINATION REVIEWED
- 31 DISABILITY INSURANCE PROGRAM
 DESCRIPTION: DETERMINE CONTINUATION OF ELIGIBILITY BY REVIEW OF PAYEE
 ACCOUNTABILITY REPORTS
 OUTPUT MEASURE: ITEMS REVIEWED
- 32 DISABILITY INSURANCE PROGRAM
 DESCRIPTION: PROCESS PUBLIC INQUIRIES
 OUTPUT MEASURE: INQUIRIES PROCESSED
- 33 HEALTH INSURANCE (MEDICARE)
 DESCRIPTION: MAKE INITIAL DETERMINATION OF ENTITLEMENT TO HEALTH
 INSURANCE BENEFITS THROUGH REVIEW OF EARNINGS RECORD FOR
 PERSONS NOT INSURED UNDER RETIREMENT OR DISABILITY PROGRAM
 OUTPUT MEASURE: ITEMS REVIEWED
- 34 HEALTH INSURANCE (MEDICARE)
 DESCRIPTION: ADJUDICATE CLAIMS FROM PERSONS NOT INSURED UNDER RETIREMENT
 OR DISABILITY PROGRAMS
 OUTPUT MEASURE: CLAIMS PROCESSED
- 35 HEALTH INSURANCE (MEDICARE)
 DESCRIPTION: REVIEW CLAIMS FROM PERSONS NOT INSURED UNDER RETIREMENT OR
 DISABILITY
 OUTPUT MEASURE: CLAIMS REVIEWED
- 36 HEALTH INSURANCE (MEDICARE)
 DESCRIPTION: RE-EVALUATE INITIAL HEALTH INSURANCE ENTITLEMENT
 DETERMINATION
 OUTPUT MEASURE: APPLICATIONS PROCESSED
- 37 HEALTH INSURANCE (MEDICARE)
 DESCRIPTION: PROCESS REQUESTS FOR HEARINGS RELATIVE TO HEALTH INSURANCE
 ENTITLEMENT DETERMINATIONS
 OUTPUT MEASURE: APPLICATIONS PROCESSED
- 38 HEALTH INSURANCE (MEDICARE)
 DESCRIPTION: PROCESS REVIEWS BEFORE COUNCIL RELATIVE TO HEALTH INSURANCE
 DETERMINATIONS
 OUTPUT MEASURE: APPLICATIONS PROCESSED
- 39 HEALTH INSURANCE (MEDICARE)
 DESCRIPTION: ESTABLISH HEALTH INSURANCE ROLLS
 OUTPUT MEASURE: ITEMS PROCESSED

40	HEALTH INSURANCE (MEDICARE)	DESCRIPTION: POST BILLS TO HOSPITAL INSURANCE RECORDS OUTPUT MEASURE: BILLS POSTED
41	HEALTH INSURANCE (MEDICARE)	DESCRIPTION: POST BILLS TO MEDICAL INSURANCE RECORDS OUTPUT MEASURE: BILLS POSTED
42	HEALTH INSURANCE (MEDICARE)	DESCRIPTION: PROCESS CHANGES TO HEALTH INSURANCE ROLLS OUTPUT MEASURE: CHANGES PROCESSED
43	HEALTH INSURANCE (MEDICARE)	DESCRIPTION: COLLECT PREMIUMS OUTPUT MEASURE: ITEMS PROCESSED
44	HEALTH INSURANCE (MEDICARE)	DESCRIPTION: PROCESS PREMIUM NOTICES AND COLLECTIONS OUTPUT MEASURE: NOTICES PROCESSED
45	HEALTH INSURANCE (MEDICARE)	DESCRIPTION: PAY HEALTH INSURANCE BILLS OUTPUT MEASURE: CLAIMS PAID
46	HEALTH INSURANCE (MEDICARE)	DESCRIPTION: CONDUCT HEALTH INSURANCE INVESTIGATIONS OUTPUT MEASURE: INVESTIGATIONS CONDUCTED
47	HEALTH INSURANCE (MEDICARE)	DESCRIPTION: PROCESS INTERMEDIARY AND CARRIER REQUESTS OUTPUT MEASURE: REQUESTS PROCESSED
48	HEALTH INSURANCE (MEDICARE)	DESCRIPTION: PROVIDE ASSISTANCE TO BENEFICIARY WITH MEDICAL CLAIMS OUTPUT MEASURE: CLAIMS PROCESSED
49	HEALTH INSURANCE (MEDICARE)	DESCRIPTION: ANSWER PUBLIC INQUIRES OUTPUT MEASURE: INQUIRIES ANSWERED
50	HEALTH INSURANCE (MEDICARE)	DESCRIPTION: PROCESS BENEFICIARY NOTICES OUTPUT MEASURE: NOTICES PROCESSED
51	ACCOUNT NUMBER AND MAINTENANCE FUNCTIONS	DESCRIPTION: MAINTAIN EMPLOYER IDENTIFICATION NUMBER RELATIVE TO INDIVIDUAL EARNINGS ACCOUNTS OUTPUT MEASURE: APPLICATIONS PROCESSED
52	ACCOUNT NUMBER AND MAINTENANCE FUNCTIONS	DESCRIPTION: PROCESS CHANGES TO HEALTH INSURANCE ROLLS ESTABLISH NEW INDIVIDUAL EARNINGS ACCOUNTS OUTPUT MEASURE: APPLICATIONS PROCESSED

- 53 ACCOUNT NUMBER AND MAINTENANCE FUNCTIONS
 DESCRIPTION: POST EARNINGS ITEMS
 OUTPUT MEASURE: ITEMS POSTED
- 54 ACCOUNT NUMBER AND MAINTENANCE FUNCTIONS
 DESCRIPTION: PROCESS EARNINGS DISCREPANCY CASES
 OUTPUT MEASURE: FOLDERS PROCESSED
- 55 ACCOUNT NUMBER AND MAINTENANCE FUNCTIONS
 DESCRIPTION: INITIATE REQUESTS FOR EARNINGS STATEMENTS
 OUTPUT MEASURE: REQUESTS ISSUED

0010102 DEPARTMENT OF HEALTH, EDUCATION AND WELFARE
 ELEMENT: INDIAN HEALTH SERVICE, HEALTH CARE OF INDIANS
 MISSION: RAISE HEALTH OF INDIANS TO HIGHEST POSSIBLE LEVEL

- 01 HOSPITALIZATION
 DESCRIPTION: TREAT, REHABILITATE PATIENTS
 OUTPUT MEASURE: PATIENT DAYS (LENGTH OF STAY)
- 02 OUTPATIENT VISITS
 DESCRIPTION: TREAT, ADMINISTER PREVENTATIVE MEDICINE
 OUTPUT MEASURE: OUTPATIENT VISITS
- 03 CONTRACT MEDICAL CARE
 DESCRIPTION: TREAT, ADMINISTER PREVENTATIVE MEDICINE
 OUTPUT MEASURE: PATIENT DAYS (LENGTH OF STAY) OUTPATIENT VISITS

0010103 DEPARTMENT OF HEALTH, EDUCATION AND WELFARE
 ELEMENT: FEDERAL HEALTH PROGRAMS SERVICE, HOSPITALS AND CLINICS
 MISSION: PROVIDE COMPREHENSIVE DIRECT HEALTH CARE FOR
 DESIGNATED FEDERAL BENEFICIARIES AND SELECTED COMMUNITY
 GROUPS

- 01 HOSPITALIZATION
 DESCRIPTION: TREAT, REHABILITATE PATIENTS
 OUTPUT MEASURE: PATIENT DAYS
- 02 OUTPATIENT CARE
 DESCRIPTION: TREAT, REHABILITATE, ADMINISTER PREVENTATIVE MEDICINE
 OUTPUT MEASURE: OUTPATIENT VISITS

00-11101
ELEMENT:

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
HOUSING PRODUCTION AND MORTGAGE CREDIT (FHA)

MISSION:

INSURE MORTGAGES AND LOANS MADE BY PRIVATE LENDING INSTITUTIONS FOR THE PURCHASE, CONSTRUCTION, REHABILITATION, REPAIR AND IMPROVEMENT OF SINGLE FAMILY HOUSING; ADMINISTER HOUSING PRODUCTION UNDER LOW-RENT PUBLIC HOUSING PROGRAM, COLLEGE HOUSING PROGRAM AND PROGRAMS SERVING THE ELDERLY AND THE HANDICAPPED

01	HOME MORTGAGE	DESCRIPTION:	INSURE PRIVATELY INSURED MORTGAGE ON SINGLE-FAMILY HOUSING
		OUTPUT MEASURE:	HOME MORTGAGES EXAMINED
02	MULTIFAMILY MORTGAGES	DESCRIPTION:	INSURE PRIVATELY INSURED MORTGAGES ON MULTIFAMILY HOUSING (RENTAL, COOPERATIVE, CONDOMINIUM)
		OUTPUT MEASURE:	MULTIFAMILY MORTGAGES EXAMINED
03	ACCOUNTING BR, HOME PROPERTY AND NOTES	DESCRIPTION:	SERVICE ACCOUNTS ON ACQUIRED HOME PROPERTIES AND NOTES
		OUTPUT MEASURE:	ACQUIRED HOME PROPERTIES AND ASSIGNED MORTGAGES
04	ACCOUNTING BR, MULTIFAMILY PROPERTY AND NOTES	DESCRIPTION:	SERVICE ACCOUNTS ON MULTIFAMILY PROPERTIES AND NOTES
		OUTPUT MEASURE:	MULTIFAMILY PROPERTIES AND ASSIGNED MORTGAGES
05	ACCOUNTING BR, REGULAR INSURANCE PROGRAM	DESCRIPTION:	SERVICE ACCOUNTS FOR INSURED MORTGAGES
		OUTPUT MEASURE:	INSURED MORTGAGES
06	ACCOUNTING BR, ASSISTANCE & INTEREST REDUCTION PAYMENTS	DESCRIPTION:	SERVICE ACCOUNTS FOR SUBSIDY PAYMENTS
		OUTPUT MEASURE:	HOUSING SUBSIDY PAYMENTS MADE
07	ACQUIRED HOME PROPERTY BR, TAX PROCUREMENT AND PAYMENT	DESCRIPTION:	PAY TAXES ON ACQUIRED HOME PROPERTIES
		OUTPUT MEASURE:	ACQUIRED HOME PROPERTIES
08	ACQUIRED HOME PROPERTY BR, INITIAL PROPERTY ACCOUNTING	DESCRIPTION:	SERVICE ACCOUNTS ON ACQUIRED HOME PROPERTIES AND NOTES
		OUTPUT MEASURE:	ACQUIRED HOME PROPERTIES AND ASSIGNED MORTGAGES
09	ACQUIRED HOME PROPERTY SALES	DESCRIPTION:	SERVICE ACCOUNTS ON ACQUIRED HOME PROPERTIES SOLD
		OUTPUT MEASURE:	ACQUIRED HOME PROPERTIES SOLD
10	ACQUIRED HOME PROPERTY FILES	DESCRIPTION:	SERVICE ACCOUNTS ON ACQUIRED HOME PROPERTIES AND NOTES
		OUTPUT MEASURE:	ACQUIRED HOME PROPERTIES AND ASSIGNED MORTGAGES
11	MORTGAGE SERVICING BR, PURCHASE MONEY MORTGAGE	DESCRIPTION:	SERVICE ACCOUNTS ON ACQUIRED HOME PROPERTIES AND NOTES
		OUTPUT MEASURE:	ACQUIRED HOME PROPERTIES AND ASSIGNED MORTGAGES

- 12 MORTGAGE SERVICING BR, ASSIGNED MORTGAGES
 DESCRIPTION: SERVICE ACCOUNTS ON ACQUIRED HOME PROPERTIES AND NOTES
 OUTPUT MEASURE: ACQUIRED HOME PROPERTIES AND ASSIGNED MORTGAGES
- 13 HOME MORTGAGE BR, RECORD CHANGES AND CORRESPONDENCE
 DESCRIPTION: PROVIDE SERVICES FOR INSURED MORTGAGES
 OUTPUT MEASURE: INSURED MORTGAGES
- 14 HOME MORTGAGE BR, TERMINATIONS
 DESCRIPTION: PROVIDE SERVICES FOR INSURED MORTGAGES
 OUTPUT MEASURE: INSURED MORTGAGES
- 15 HOME MORTGAGE BR, MMI DISTRIBUTION
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR MUTUAL MORTGAGE PARTICIPATION SHARES
 OUTPUT MEASURE: MUTUAL MORTGAGES INSURED PARTICIPATION PAYMENTS MADE
- 16 HOME MORTGAGE BR, CORRESPONDENCE
 DESCRIPTION: CORRESPONDENCE ON INSURED AND ACQUIRED HOME PROPERTIES AND NOTES
 OUTPUT MEASURE: ACQUIRED HOME PROPERTIES ASSIGNED MORTGAGES; INSURED MORTGAGES
- 17 MULTIFAMILY MORTGAGE BR, INSURED SERVICING
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR INSURED MULTIFAMILY PROJECTS
 OUTPUT MEASURE: INSURED MULTIFAMILY MORTGAGES
- 18 MULTIFAMILY MORTGAGE BR, SERVICING COMMISSIONER-OWNED
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR SECRETARY-OWNED MORTGAGES
 OUTPUT MEASURE: SECRETARY-OWNED MORTGAGES
- 19 MULTIFAMILY MORTGAGE BR, COMMISSIONER-OWNED PROPERTIES
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR SECRETARY-OWNED PROPERTIES
 OUTPUT MEASURE: SECRETARY-OWNED PROPERTIES
- 20 TITLE I BR, TITLE I LOANS
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR INSURED TITLE I LOANS
 OUTPUT MEASURE: INSURED TITLE I LOANS
- 21 TITLE I BR, CLAIMS
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR TITLE I CLAIMS
 OUTPUT MEASURE: TITLE I CLAIMS PAID
- 22 TITLE I BR, ADJUSTMENTS
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR TITLE I LOANS
 OUTPUT MEASURE: INSURED TITLE I LOANS
- 23 INSURANCE BENEFITS BR, SERVICING CORRESPONDENCE AND RECORDS
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR MORTGAGE INSURANCE CLAIMS AND SUBSIDY PAYMENTS
 OUTPUT MEASURE: MORTGAGE INSUR CLAIMS PAID & HOUSING SUBSIDY PAYMENTS MADE

- 24 INSURANCE BENEFITS BR, HOMES
DESCRIPTION: PROVIDE FISCAL SERVICES FOR HOME MORTGAGE INSURANCE CLAIMS
OUTPUT MEASURE: HOME MORTGAGE INSURANCE CLAIMS PAID
- 25 INSURANCE BENEFITS BR, PROJECTS
DESCRIPTION: PROVIDE FISCAL SERVICES FOR MULTIFAMILY INSURANCE CLAIMS
OUTPUT MEASURE: MULTIFAMILY INSURANCE CLAIMS PAID
- 26 INSURANCE BENEFITS BR, ASSISTANCE PAYMENTS
DESCRIPTION: PROVIDE FISCAL SERVICES FOR HOUSING SUBSIDY PAYMENTS
OUTPUT MEASURE: HOUSING SUBSIDY PAYMENTS MADE
- 27 DIVERSIFIED PAYMENT BR, PROPERTY EXPENSE VOUCHERS
DESCRIPTION: PROVIDE FISCAL SERVICES FOR ACQUIRED PROPERTIES
OUTPUT MEASURE: VOUCHERS PAID
- 28 DIVERSIFIED PAYMENTS BR, PROPERTY EXPENSE, VOUCHERS
DESCRIPTION: PROVIDE FISCAL SERVICES FOR ACQUIRED PROPERTIES
OUTPUT MEASURE: VOUCHERS PAID
- 29 DIVERSIFIED PAYMENTS BR, ASS PAY/INTREST REDUCTION PAY
DESCRIPTION: PROVIDE FISCAL SERVICES FOR HOUSING SUBSIDIES
OUTPUT MEASURE: SUBSIDY VOUCHERS PAID
- 30 DIVERSIFIED PAYMENTS BR, ASS & INTEREST REDUCTION PAYMENTS
DESCRIPTION: PROVIDE FISCAL SERVICES FOR HOUSING SUBSIDIES
OUTPUT MEASURE: SUBSIDY VOUCHERS PAID
- 31 RECEIPTS BR, PROCESSING MISCELLANEOUS SCHEDULES
DESCRIPTION: PROVIDE FISCAL SERVICES FOR INSURED MORTGAGES
OUTPUT MEASURE: INSURED MORTGAGES
- 32 RECEIPTS BR, FIELD PROCESSING APPLICATIONS
DESCRIPTION: PROVIDE FISCAL SERVICES FOR NEW MORTGAGES INSURED
OUTPUT MEASURE: NEW MORTGAGES INSURED
- 33 RECEIPTS BR, TITLE I RECOVERIES, REMITTANCES PROCESSED
DESCRIPTION: PROVIDE FISCAL SERVICES FOR TITLE I DEFAULTED NOTES
OUTPUT MEASURE: COLLECTION OF DEFAULTED NOTES
- 34 RECEIPTS BR, PROCESSING RECONCILEMENTS
DESCRIPTION: PROVIDE FISCAL SERVICES FOR INSURED MORTGAGES
OUTPUT MEASURE: INSURED MORTGAGES
- 35 RECEIPTS BR, PROCESSING MORTGAGE RECORD CHANGES
DESCRIPTION: PROVIDE FISCAL SERVICES FOR INSURED MORTGAGES
OUTPUT MEASURE: INSURED MORTGAGES
- 36 RECEIPTS BR, PROCESSING PREPAYMENT REPORTS
DESCRIPTION: PROVIDE FISCAL SERVICE FOR INSURED MORTGAGES
OUTPUT MEASURE: INSURED MORTGAGES

- 37 RECEIPTS BR, PREPARING CORRESPONDENCE
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR INSURED MORTGAGES
 OUTPUT MEASURE: INSURED MORTGAGES
- 38 RECEIPTS BR, PROCESSING MULTIFAMILY APPLICATIONS AND BILLING
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR INSURED MULTIFAMILY MORTGAGES
 OUTPUT MEASURE: INSURED MULTIFAMILY MORTGAGES
- 39 RECEIPT BR, PROCESSING SERVICE BRANCH BILLINGS
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR INSURED MORTGAGES
 OUTPUT MEASURE: INSURED MORTGAGES
- 40 RECEIPTS BR, PROCESSING MORTGAGE CHANGES
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR INSURED MORTGAGES
 OUTPUT MEASURE: INSURED MORTGAGES
- 41 DEPOSITS BR, INITIAL AND RENEWAL INS PAYMENTS&FEE COLLECTION
 DESCRIPTION: PROVIDE FISCAL SERVICES FOR INSURED MORTGAGES AND LOANS
 OUTPUT MEASURE: INSURED MORTGAGES AND LOANS
- 42 DEPOSITS BR, MORTGAGE NOTE SEC, DEPOSIT OF MORTG NOTE&PREPAY
 DESCRIPTION: FISCAL SERVICES FOR ASSIGNED MORTGAGES
 OUTPUT MEASURE: SECRETARY-HELD MORTGAGES
- 43 DEPOSITS BR, FEE SECTION, DEPOSITING OF MORTGAGE INS
 PREMIUMS
 DESCRIPTION: FISCAL SERVICES FOR INSURED MORTGAGES
 OUTPUT MEASURE: INSURED MORTGAGES
- 44 ACCOUNTING BR, MORTGAGE SERVICING SECTION, MORTGAGE SALES
 DESCRIPTION: FISCAL SERVICES FOR SECRETARY-HELD MORTGAGES
 OUTPUT MEASURE: SECRETARY-HELD MORTGAGES AND MORTGAGE SALES

0012103
 ELEMENT:

DEPARTMENT OF THE INTERIOR
 BUREAU OF INDIAN AFFAIRS

MISSION:

ASSIST INDIAN PEOPLE TO ACHIEVE A LEVEL OF LIVING AT LEAST
 EQUALING THAT OF NON-INDIAN NEIGHBORS" CONSERVE, DEVELOP
 & MANAGE LANDS & OTHER NATURAL RESOURCES BELONGING TO
 INDIAN PEOPLE IN SUCH A MANNER THAT THEY WILL AT LEAST
 MAINTAIN THEIR PRODUCTIVE CAPACITY & WILL MAKE A MAXIMUM
 CONTRIBUTION TO MEETING THE NEEDS & OBJECTIVES OF INDIAN
 PEOPLE; ENCOURAGE & ASSIST INDIAN PEOPLE TO PLAN & ASSUME
 ADMINISTRATIVE RESPONSIBILITY FOR ALL INDIAN PROGRAMS WHICH
 THEY ARE WILLING & ABLE TO ADMINISTER

01 DIRECT EDUCATION

DESCRIPTION: OPERATE INDIAN BOARDING SCHOOLS, DAY SCHOOLS, DORMITORIES
 OUTPUT MEASURE: STUDENTS ENROLLED (RIA)

02 PUBLIC SCHOOL EDUCATION
 DESCRIPTION: PROVIDE ASSISTANCE TO PUBLIC SCHOOLS
 OUTPUT MEASURE: INDIAN STUDENTS ENROLLED (PUBLIC SCHOOLS)

03 SCHOLARSHIP GRANTS
 DESCRIPTION: MAKE GRANTS TO INDIAN STUDENTS
 OUTPUT MEASURE: STUDENTS ASSISTED

04 ADULT EDUCATION
 DESCRIPTION: PROVIDE BASIC LITERACY EDUCATION, HIGH SCHOOL EQUIVALENCY
 CLASSES, AND OTHER CLASSES TO INDIAN ADULTS
 OUTPUT MEASURE: GEO CERTIFICATES AWARDED

05 SOCIAL SERVICES
 DESCRIPTION: PROVIDE GENERAL ASSISTANCE, FAMILY ASSISTANCE, AND CHILD
 WELFARE SERVICES TO EEDY INDIANS
 OUTPUT MEASURE: AVERAGE MONTHLY CASE LOAD PROCESSED

06 HOUSING IMPROVEMENT
 DESCRIPTION: PROVIDE ASSISTANCE TO INDIAN FAMILIES IN RENOVATING
 SUBSTANDARD HOUSING
 OUTPUT MEASURE: NEW (RIA) CONSTRUCTION OR RENOVATION STARTED

07 JOB PLACEMENT
 DESCRIPTION: PLACE INDIVIDUAL INDIANS DIRECTLY INTO JOBS, INTO ON-THE-JOB
 TRAINING PROGRAMS AND FROM INSTITUTIONAL TRAINING INTO JOBS,
 OUTPUT MEASURE: JOB PLACEMENTS PROCESSED

08 ADULT VOCATIONAL TRAINING
 DESCRIPTION: PROVIDE TRAINING, TRANSPORTATION, SUBSISTANCE AND OTHER
 SERVICES FOR INDAINS TO OBTAIN JOB SKILLS
 OUTPUT MEASURE: INSTITUTIONAL TRAINEES SERVED

09 LAW AND ORDER
 DESCRIPTION: PROVIDE CRIME PREVENTION, LAW ENFORCEMENT AND JUDICIAL
 SERVICES TO INDIAN TRIBES AND INDIVIDUALS
 OUTPUT MEASURE: LAW AND ORDER CASES SERVICED

10 FORESTRY
 DESCRIPTION: OBTAIN FROM INDIAN FOREST RESOURCES THE HIGHEST ECONOMIC AND
 SOCIAL SERVICES FOR THE INDIAN OWNERS ON A SUSTAINED BASIS
 OUTPUT MEASURE: TIMBER CUT (BOARD FEET)

11 RANGE
 DESCRIPTION: INSURE CONTINUED PROPER MANAGEMENT OF INDIAN RANGE LANDS AND
 INCREASE RANGE LAND UNDER PROPER MANAGEMENT.
 OUTPUT MEASURE: DEFLATED GROSS DOLLAR VALUE PRODUCT MANAGED

12 CREDIT OPERATIONS
 DESCRIPTION: PROVIDE LOANS FROM BUREAU SOURCES AND SEEK AND OBTAIN
 FINANCING FOR INDIANS FROM PRIVATE SOURCES
 OUTPUT MEASURE: DEFLATED DOLLAR VALUE OF NEW LOANS ISSUED

- 13 COMMERCIAL AND INDUSTRIAL DEVELOPMENT
 DESCRIPTION: ASSIST INDIAN TRIBES AND COMMUNITIES IN ATTRACTING INDUSTRY TO INDIAN LANDS
 OUTPUT MEASURE: ENTERPRISES ESTABLISHED
- 14 ROADS MAINTENANCE
 DESCRIPTION: MAINTAIN AND REPAIR INDIAN ROADS
 OUTPUT MEASURE: MILES MAINTAINED
- 15 REAL PROPERTY MANAGEMENT
 DESCRIPTION: ASSIST INDIAN TRIBES AND INDIVIDUALS TO MANAGE THEIR SURFACE AND SUBSURFACE RESOURCES
 OUTPUT MEASURE: CASES COMPLETED
- 16 REAL ESTATE APPRAISALS
 DESCRIPTION: APPRAISE INDIAN REAL PROPERTY TO INSURE A FAIR RETURN TO THE OWNERS
 OUTPUT MEASURE: APPRAISALS
- 17 PLANT MANAGEMENT
 DESCRIPTION: REPAIR AND MAINTAIN BURFAU USED BUILDINGS AND UTILITIES; PROVIDE ENGINEERING ASSISTANCE TO INDIAN TRIBES
 OUTPUT MEASURE: SQUARE FEET MAINTAINED
- 18 CONSTRUCTION OF BUILDINGS AND UTILITIES
 DESCRIPTION: BUILD BUILDINGS AND UTILITIES FOR FEDERAL SCHOOL OPERATIONS AND FOR OTHER PURPOSES
 OUTPUT MEASURE: SQUARE FEET CONSTRUCTED
- 19 ROAD CONSTRUCTION
 DESCRIPTION: BUILD INDIAN ROADS AND BRIDGES
 OUTPUT MEASURE: MILES CONSTRUCTED

0012109 DEPARTMENT OF INTERIOR
 ELEMENT: NATIONAL PARK SERVICE, INTERPRETATION AND VISITOR SERVICE
 MISSION: PROVIDE INFORMATION TO HELP EACH VISITOR TAKE FULL ADVANTAGE OF ENJOYABLE, BENEFICIAL ACTIVITIES AND OPPORTUNITIES OFFERED IN THE PARKS; STIMULATE VISITOR INTEREST IN THE "PARK STORY" AND ENCOURAGE AN ATTITUDE OF RESPECT AND CONCERN FOR THE PARK

- 01 WALKS
 DESCRIPTION: INTERPRET NATURE
 OUTPUT MEASURE: WALKS CONDUCTED
- 02 HIKES
 DESCRIPTION: INTERPRET NATURE, EXERCISE
 OUTPUT MEASURE: HIKES CONDUCTED

03. DAY/EVENING PROGRAM
 DESCRIPTION: PROVIDE PROGRAMS
 OUTPUT MEASURE: PROGRAMS PRESENTED

04. INFORMATION, STATION OR DESK
 DESCRIPTION: PROVIDE GENERAL INFORMATION
 OUTPUT MEASURE: INFORMATION STATION VISITORS

05. SCHEDULED CONDUCTED TOURS
 DESCRIPTION: CONDUCT TOURS
 OUTPUT MEASURE: TOURS CONDUCTED

06. UNSCHEDULED CONDUCTED TOURS
 DESCRIPTION: CONDUCT TOURS
 OUTPUT MEASURE: TOURS CONDUCTED

0012110 DEPARTMENT OF INTERIOR
 ELEMENT: NATIONAL PARK SERVICE, RESOURCE MGMT AND VISITOR PROTECTION
 MISSION: MANAGE FOREST, WILDLIFE AND NATURAL FEATURES
 AGAINST IMPAIRMENT OR DESTRUCTION, ENFORCE PARK REGULATIONS
 AND PROTECT VISITORS TO THE PARKS

01. ENTRANCE STATION
 DESCRIPTION: PROVIDE INFORMATION, AND COLLECT FEES
 OUTPUT MEASURE: TOURIST VISITS

02. PATROLS, ROAD
 DESCRIPTION: ASSIST VISITORS, CONTROL TRAFFIC AND ENFORCE LAW
 OUTPUT MEASURE: PATROLS PROGRAMMED

03. PATROLS-BOAT
 DESCRIPTION: ASSIST VISITORS, CONTROL TRAFFIC AND ENFORCE LAW
 OUTPUT MEASURE: PATROLS PROGRAMMED

04. PATROLS OTHER
 DESCRIPTION: ASSIST VISITORS, CONTROL TRAFFIC, ENFORCE LAW
 OUTPUT MEASURE: PATROLS PROGRAMMED

05. FIXED STATION, GUIDE AND GUARD
 DESCRIPTION: PREVENT PILFERING AND VANDALISM
 OUTPUT MEASURE: TOURIST VISITS

06. RESOURCE MANAGEMENT FOREST AND WILDLIFE
 DESCRIPTION: PROTECT EXOTIC PLANTS; CONTROL DISEASE; AND PROTECT AND
 PRESERVE NATIVE SPECIES
 OUTPUT MEASURE: ACRES PROTECTED

0012111
ELEMENT:

DEPARTMENT OF INTERIOR
NATIONAL PARK SERVICE, MAINTENANCE

MISSION:

ASSURE THE COMFORT, SAFETY, AND ENJOYMENT OF PRESENT AND
FUTURE GENERATIONS OF PARK VISITORS; PROVIDE SUITABLE LIVING
CONDITIONS FOR PARK SERVICE EMPLOYEES AND THEIR FAMILIES;
MAINTAIN PARK FACILITIES AND RESOURCES AT ACCEPTABLE
STANDARDS

01	PRIMARY SURFACED ROADWAYS	DESCRIPTION:	MAINTAIN PHYSICAL FACILITIES
		OUTPUT MEASURE:	MILES MAINTAINED
02	PRIMARY GRADED ROADWAYS	DESCRIPTION:	MAINTAIN PHYSICAL FACILITIES
		OUTPUT MEASURE:	MILES MAINTAINED
03	SECONDARY SURFACED ROADWAYS	DESCRIPTION:	MAINTAIN PHYSICAL FACILITIES
		OUTPUT MEASURE:	MILES MAINTAINED
04	SECONDARY GRADED ROADWAYS	DESCRIPTION:	MAINTAIN PHYSICAL FACILITIES
		OUTPUT MEASURE:	MILES MAINTAINED
05	LANDING STRIPS	DESCRIPTION:	MAINTAIN PHYSICAL FACILITIES
		OUTPUT MEASURE:	MILES MAINTAINED
06	PRIMARY SURFACED ROADSIDES	DESCRIPTION:	MAINTAIN PHYSICAL FACILITIES
		OUTPUT MEASURE:	MILES/ACRES MAINTAINED
07	PRIMARY GRADED ROADSIDES	DESCRIPTION:	MAINTAIN PHYSICAL FACILITIES
		OUTPUT MEASURE:	MILES/ACRES MAINTAINED
08	SECONDARY SURFACED ROADSIDES	DESCRIPTION:	MAINTAIN PHYSICAL FACILITIES
		OUTPUT MEASURE:	MILES/ACRES MAINTAINED
09	SECONDARY GRADED ROADSIDES	DESCRIPTION:	MAINTAIN PHYSICAL FACILITIES
		OUTPUT MEASURE:	MILES/ACRES MAINTAINED
10	BUILDING MAINTENANCE, OTHER	DESCRIPTION:	MAINTAIN PHYSICAL FACILITIES
		OUTPUT MEASURE:	SQUARE FEET MAINTAINED
11	PAVED TRAIL	DESCRIPTION:	MAINTAIN PHYSICAL FACILITIES
		OUTPUT MEASURE:	MILES MAINTAINED

12	GRADED TRAIL	DESCRIPTION: OUTPUT MEASURE:	MAINTAIN PHYSICAL FACILITIES MILES MAINTAINED
13	BUILDING OPERATION, HISTORIC	DESCRIPTION: OUTPUT MEASURE:	MAINTAIN PHYSICAL FACILITIES SQUARE FEET MAINTAINED
14	SNOW REMOVAL	DESCRIPTION: OUTPUT MEASURE:	MAINTAIN PHYSICAL FACILITIES MILES TO BE OPENED
15	SIGN MAINTENANCE	DESCRIPTION: OUTPUT MEASURE:	MAINTAIN PHYSICAL FACILITIES SIGNS MAINTAINED
16	SANITATION SERVICES	DESCRIPTION: OUTPUT MEASURE:	REMOVE WASTE CANS HANDLED
17	CAMPGROUNDS	DESCRIPTION: OUTPUT MEASURE:	MAINTAIN PHYSICAL FACILITIES SITES MAINTAINED
18	BUILDING OPERATION, A & PU	DESCRIPTION: OUTPUT MEASURE:	MAINTAIN PHYSICAL FACILITIES SQUARE FEET MAINTAINED
19	WATER AND SEWER SYSTEMS	DESCRIPTION: OUTPUT MEASURE:	MAINTAIN PHYSICAL FACILITIES GALLONS PROCESSED
20	ELECTRICAL	DESCRIPTION: OUTPUT MEASURE:	MAINTAIN PHYSICAL FACILITIES KILOWATT HOUSE PROVIDED
21	GROUNDSKEEPING	DESCRIPTION: OUTPUT MEASURE:	MAINTAIN PHYSICAL FACILITIES ACRES MAINTAINED
22	BUILDING MAINTENANCE, HISTORIC	DESCRIPTION: OUTPUT MEASURE:	MAINTAIN PHYSICAL FACILITIES SQUARE FEET MAINTAINED
23	BUILDING MAINTENANCE, A & PU	DESCRIPTION: OUTPUT MEASURE:	MAINTAIN PHYSICAL FACILITIES SQUARE FEET MAINTAINED
24	BUILDING MAINTENANCE, QUARTERS	DESCRIPTION: OUTPUT MEASURE:	MAINTAIN PHYSICAL FACILITIES SQUARE FEET MAINTAINED

0012204
ELEMENT:

DEPARTMENT OF INTERIOR
OFFICE OF THE SOLICITOR

MISSION:

PROVIDE LEGAL SERVICES FOR ALL THE BUREAUS AND
OFFICES OF THE DEPARTMENT OF THE INTERIOR

01 LEGAL SERVICES

DESCRIPTION: PROVIDE SOUND LEGAL OPINIONS
OUTPUT MEASURE: LEGAL MATTERS WEIGHTED BY EARNED HOURS

0012301
ELEMENT:

DEPARTMENT OF INTERIOR
GEOLOGICAL SURVEY, TOPOGRAPHIC DIVISION

MISSION:

PREPARE, UPDATE AND DISTRIBUTE MAPS PORTRAYING THE ELEVATION
SHAPE AND GEODETIC POSITION OF THE NATURAL AND MAN-MADE
FEATURES OF THE EARTH'S SURFACE

01 STANDARD QUADRANGLE MAPPING

DESCRIPTION: PRODUCE, PUBLISH AND DISTRIBUTE THE INITIAL LARGER SCALE
MAPS OF THE U.S.
OUTPUT MEASURE: 1000 SQUARE MILES

0012305
ELEMENT:

DEPARTMENT OF INTERIOR
RONNEVILLE POWER ADMINISTRATION

MISSION:

OPERATE AND MAINTAIN FEDERALLY OWNED ELECTRIC TRANSMISSION
SYSTEM IN PACIFIC NORTHWEST; MARKET AND TRANSMIT FEDERALLY
GENERATED POWER AND EXCHANGE POWER WITH OTHER UTILITIES;
BUILD ADDITIONS AND MODIFICATIONS TO SYSTEM FACILITIES;
PROVIDE LEADERSHIP IN THE COORDINATED REGIONAL PLANNING &
OPERATION OF POWER GENERATION AND TRANSMISSION FACILITIES
TO ACHIEVE THE MOST ECONOMICAL DEVELOPMENT AND WIDESPREAD
DISTRIBUTION OF AVAILABLE POWER RESOURCES OF THE PACIFIC
NORTHWEST CONSISTENT WITH THE PRESERVATION AND PROTECTION
OF THE REGION'S ENVIRONMENT

01 ELECTRIC TRANSMISSION SYSTEM

DESCRIPTION: MARKET AND TRANSMIT ELECTRIC ENERGY
OUTPUT MEASURE: KILOWATT-HOURS DELIVERED

0012306
ELEMENT:

DEPARTMENT OF THE INTERIOR
BUREAU OF SPORT FISHERIES AND WILDLIFE, NATIONAL FISH HATCHRY

MISSION:

FISH FOR STOCKING WATERS ON FEDERAL, STATE, AND
PRIVATELY OWNED LANDS.

01 PRODUCTION OF FISH

DESCRIPTION: HATCH, FEED FISH, CLEAN FISH TANKS; TREAT FISH FOR DISEASE
OUTPUT MEASURE: POUNDS OF FISH PRODUCED

0012307
ELEMENT:

U. S. DEPARTMENT OF THE INTERIOR
SOUTHEASTERN POWER ADMINISTRATION

MISSION:

MARKET POWER GENERATED AT FEDERAL PROJECTS LOCATED IN 10
SOUTHEASTERN STATES IN ACCORDANCE WITH CONGRESSIONAL
DIRECTIVES AND APPLICABLE POLICY DECISIONS

01 WHOLESALE POWER MARKETING

DESCRIPTION: EXECUTE POWER CONTRACTS; PERFORM POWER OPERATION STUDIES;
BILL AND COLLECT POWER REVENUES; AND INSURE REPAYMENT OF
POWER INVESTMENT
OUTPUT MEASURE: MEGAWATTS OF POWER SOLD

0012308
ELEMENT:

DEPARTMENT OF INTERIOR
SOUTHWESTERN POWER ADMINISTRATION (TULSA, OKLAHOMA)

MISSION:

MARKET POWER GENERATED AT FEDERAL PROJECTS IN THE SOUTHWEST

01 WHOLESALE POWER MARKETING

DESCRIPTION: MARKET AVAILABLE FEDERALLY GENERATED HYDROELECTRIC POWER;
CONSTRUCT AND MAINTAIN HIGH VOLTAGE TRANSMISSION GRID
OUTPUT MEASURE: KILOWATTS PRODUCED AND SOLD

0013101
ELEMENT:

DEPARTMENT OF JUSTICE
IMMIGRATION AND NATURALIZATION SERVICE

MISSION:

ADMINISTER AND ENFORCE THE IMMIGRATION AND NATURALIZATION
ACT AND RELATED STATUTES

01 INSPECTION FOR ADMISSION INTO THE UNITED STATES

DESCRIPTION: INSPECT PERSONS APPLYING FOR ADMISSION OR RE-ENTRY INTO THE
U.S., FACILITATE THE ENTRY OF THOSE LAWFULLY ADMISSIBLE
AND EXCLUDE THOSE FOUND INADMISSIBLE
OUTPUT MEASURE: INSPECTIONS COMPLETED

02 ADJUDICATIONS
 DESCRIPTION: RECEIVE & PROCESS PETITIONS FOR SPECIAL BENEFITS, E.G.,
 EXTENSIONS TO STAY AND PETITIONS TO WORK
 OUTPUT MEASURE: ADJUDICATIONS COMPLETED

03 DETENTION & DEPORTATION
 DESCRIPTION: TAKE INTO CUSTODY AND EXPEL ALIENS UNLAWFULLY IN THE U.S.
 OUTPUT MEASURE: ALIENS EXPELLED

04 NATURALIZATION
 DESCRIPTION: ENCOURAGE & FACILITATE THE NATURALIZATION OF APPLICANTS WHO
 MEET THE STATUTORY REQUIREMENTS, AND PREVENT THE
 NATURALIZATION OF PERSONS NOT QUALIFIED FOR CITIZENSHIP
 OUTPUT MEASURE: NATURALIZATIONS COMPLETED

05 BORDER PATROL
 DESCRIPTION: PREVENT THE ILLEGAL ENTRY OF PERSONS INTO THE U.S. AND
 APPREHEND ANY ALIENS WHO ARE SUCCESSFUL IN ACCOMPLISHING
 ILLEGAL ENTRY
 OUTPUT MEASURE: DEPORTABLE ALIENS LOCATED

06 INVESTIGATING ALIENS' STATUS
 DESCRIPTION: INVESTIGATE VIOLATIONS OF THE IMMIGRATION AND NATIONALIZA-
 TION ACT
 OUTPUT MEASURE: INVESTIGATIONS COMPLETED

07 IMMIGRATION AND NATURALIZATION RECORDS
 DESCRIPTION: RECEIVE, RECORD, FILE AND PRODUCE DOCUMENTS OF ENTRY,
 DEPARTURE AND NATURALIZATION OF ALIENS; MAINTAIN
 A REGISTRATION RECORD OF ALL ALIENS WHO ARE IN
 OR WHO ENTER THE U.S.
 OUTPUT MEASURE: INDEX SEARCHES

0014101
 ELEMENT:

DEPARTMENT OF LABOR

EMPLOYMENT STANDARD ADM. FEDERAL EMPLOYEES COMPENSATION

MISSION:

ADMINISTER COMPENSATION BENEFITS (IN ACCORDANCE
 WITH THE FEDERAL EMPLOYEES COMPENSATION ACT) TO WORKERS
 AND THEIR SURVIVORS FOR PERSONAL INJURY SUSTAINED WHILE AT
 WORK

01 CLAIM HANDLING

DESCRIPTION: EXAMINE, DEVELOP, ADJUDICATE, INVESTIGATE, DETERMINE
 WAGE EARNING CAPACITY
 OUTPUT MEASURE: ACTIONS HANDLED

02 VOUCHER EXAMINATION

DESCRIPTION: EXAMINE MEDICAL, TRAVEL AND MISCELLANEOUS VOUCHERS
 OUTPUT MEASURE: VOUCHERS EXAMINED

03 REHABILITATION CASE HANDLING
 DESCRIPTION: REVIEW, RESEARCH, INTERVIEW AND COUNSEL BENEFICIARIES
 IN CONNECTION WITH FECA REHABILITATION AND JOB PLACEMENT
 SERVICES
 OUTPUT MEASURE: REHABILITATION CASES HANDLED

04 MEDICAL CASE HANDLING
 DESCRIPTION: REVIEW, PREPARE MEDICAL OBSERVATIONS, REFER TO
 PHYSICIAN IN CONNECTION WITH FECA CLAIMS ADJUDICATION
 AND MEDICAL SERVICES
 OUTPUT MEASURE: MEDICAL CASES HANDLED

05 DAILY ROLL PAYMENTS
 DESCRIPTION: COMPUTE AND PREPARE DAILY ROLL PAYMENTS
 OUTPUT MEASURE: DAILY ROLL PAYMENTS MADE

06 PERIODIC DEATH PAYMENTS
 DESCRIPTION: COMPUTE, PREPARE PERIODIC DISABILITY AND DEATH ROLL PAYMENTS
 OUTPUT MEASURE: PERIODIC DEATH PAYMENTS MADE

0014111 DEPARTMENT OF LABOR
 ELEMENT: MANPOWER ADM, JOB CORPS HEADQUARTERS
 MISSION: PROVIDE LEADERSHIP, OVERALL DIRECTION AND GUIDANCE
 FOR ADMINISTRATION OF THE JOB CORPS AND RELATED
 EDUCATIONAL, WORK EXPERIENCE AND VOCATIONAL TRAINING PROGRAM
 FOR DISADVANTAGED YOUTH

01 ENROLLEE MANYEARS
 DESCRIPTION: PROVIDE TRAINING TO JOB CORPS ENROLLEES DURING REPORTING
 PERIOD
 OUTPUT MEASURE: TOTAL ENROLLEES TRAINED

0014112 DEPARTMENT OF LABOR
 ELEMENT: MANPOWER ADM BUR OF APPRENTICESHIP AND TRAINING
 MISSION: PLAN, DEVELOP, SUPPORT AND DIRECT POLICIES AND
 PROGRAMS FOR SKILL DEVELOPMENT AND EFFECTIVE USE OF MANPOWER
 RESOURCES THROUGH APPRENTICESHIP AND ALLIED INDUSTRIAL
 TRAINING

01 SERVICE ACCOUNTS
 DESCRIPTION: PERFORM ALL WORK NECESSARY TO MAINTAIN AND IMPROVE SERVICES
 TO APPRENTICESHIP AND SKILL IMPROVEMENT ACCOUNTS
 OUTPUT MEASURE: ACCOUNTS SERVICED WEIGHTED FOR LEVELS OF DIFFICULTY

0014121 DEPARTMENT OF LABOR
 ELEMENT: EMPLOYMENT STANDARD ADM. FAIR LABOR STANDARDS ENFORCEMENT
 MISSION: OBTAIN COMPLIANCE WITH AND ENFORCE PROVISIONS OF
 THE FAIR LABOR STANDARDS ACT, THE AGE DISCRIMINATION IN
 EMPLOYMENT ACT, TITLE III CONSUMER PROTECTION ACT AND OTHER
 RELATED STATUTES

01 COMPLIANCE WITH MINIMUM STANDARDS
 DESCRIPTION: INFORM, EDUCATE, INVESTIGATE, CONCILIATE AND LITIGATE
 OUTPUT MEASURE: PERSONS AIDED

0014131 DEPARTMENT OF LABOR
 ELEMENT: BUREAU OF LABOR STATISTICS

MISSION: COLLECT, ANALYZE AND PUBLISH DATA ON MANPOWER AND LABOR
 REQUIREMENTS, LABOR FORCE, EMPLOYMENT, UNEMPLOYMENT, HOURS
 OF WORK, WAGES, PRICES, PRODUCTIVITY AND TECHNOLOGICAL
 DEVELOPMENTS, INDUSTRIAL SAFETY AND OTHER RELATED
 SOCIO-ECONOMIC ISSUES AT HOME AND ABROAD

01 PUBLICATION OF STATISTICAL SERIES AND REPORTS
 DESCRIPTION: COLLECT, PROCESS, ANALYZE AND PUBLISH STATISTICAL DATA AND
 ANALYTICAL REPORTS
 OUTPUT MEASURE: WEIGHTED OUTPUT INDEX OF STAT SERIES & WRITTEN MATERIALS

0016102 UNITED STATES POSTAL SERVICE
 ELEMENT: ENTIRE ORGANIZATION

MISSION: RECEIVE, PROCESS AND DISTRIBUTE THE MAIL OF PRIVATE
 CITIZENS, BUSINESSES, ENTERPRISES AND GOVERNMENT ACTIVITIES

01 MAIL HANDLING
 DESCRIPTION: RECEIVE, PROCESS AND DISTRIBUTE MAIL
 OUTPUT MEASURE: PIECES OF MAIL HANDLED

0017101 DEPARTMENT OF STATE
 ELEMENT: BUREAU OF SECULAR AND CONSULAR AFFAIRS, VISA OFFICE

MISSION: HANDLE THE ISSUANCE OF VISAS TO ALIENS AT OVERSEAS CONSULAR
 POSTS; ADMINISTER LAWS DOMESTICALLY REGARDING VISAS

01 NON IMMIGRANT VISA

DESCRIPTION: ISSUE OR REFUSE VISA TO ALIENS WHO WISH TO COME TO THE U.S. FOR A TEMPORARY STAY; ADMINISTER LAWS, DEVELOP RECOMMENDATIONS CONCERNING REGULATIONS, POLICIES AND PROGRAMS GOVERNING VISA ISSUANCE
OUTPUT MEASURE: ISSUED, REFUSED AND REVALIDATED VISAS

02 IMMIGRANT VISA

DESCRIPTION: ISSUE OR REFUSE VISA TO ALIENS WHO WISH TO COME TO THE U.S. TO RESIDE PERMANENTLY; ADMINISTER LAWS AND DEVELOP RECOMMENDATIONS CONCERNING REGULATIONS, POLICIES AND PROGRAMS GOVERNING VISA ISSUANCE
OUTPUT MEASURE: ISSUED AND REFUSED VISAS

0017202

DEPARTMENT OF STATE

MISSION:

SUPPLY DEPARTMENTAL OFFICES AND POSTS WITH SERVICES, SUPPLY TRANSPORTATION, AUDIO-VISUAL, AUTOMATED DATA PROCESSING, PRINTING AND REPRODUCTION, RECORDS SERVICES, LIBRARY & LANGUAGE; PROVIDE TECHNICAL DIRECTION WORLD-WIDE FOR SERVICES REQUIRED BY EMBASSIES PROGRAM; TRANSLATE AND INTERPRET, PROCESS PAPERWORK FOR OFFICIAL SHIPMENTS TO AND FROM OVERSEAS; OPERATE A FINANCE AND DATA PROCESSING CENTER MAKING FINANCIAL REPORTS FOR THE DEPARTMENT AND OTHER GOVERNMENT AGENCIES LOCATED IN EUROPE, AFRICA AND THE NEAR EAST

01 MOTOR TRANSPORTATION

DESCRIPTION: PROVIDE CHAUFFEUR SERVICE FOR HIGH LEVEL OFFICIALS OF THE DEPARTMENT
OUTPUT MEASURE: TRIPS PROVIDED

02 DESPATCH AGENCIES

DESCRIPTION: PROCESS PAPERWORK, ARRANGE TRANSPORTATION FOR OUTGOING OFFICIAL GOVERNMENT SHIPMENTS TO OVERSEAS POSTS; ALSO CLEAR INCOMING OFFICIAL GOVERNMENT SHIPMENTS THROUGH CUSTOMS AND ARRANGE FOR TRANSPORTATION TO MOVE IT TO ITS DESTINATION
OUTPUT MEASURE: SHIPMENTS PROCESSED

03 REPRODUCTION AND DISTRIBUTION

DESCRIPTION: REPRODUCE PRINTED MATTER, WITHIN JCP REGULATIONS
OUTPUT MEASURE: IMPRESSIONS MADE

04 REPRODUCTION AND DISTRIBUTION

DESCRIPTION: COLLATE PRINTED MATTER WITHIN JCP REGULATIONS
OUTPUT MEASURE: SHEETS COLLATED

05	REPRODUCTION AND DISTRIBUTION	DESCRIPTION: DISTRIBUTE PRINTED MATTER WITHIN JCP REGULATIONS OUTPUT MEASURE: DOCUMENTS DISTRIBUTED
06	RECORDS SERVICES	DESCRIPTION: RECEIVE INCOMING AND OUTGOING SURFACE COMMUNICATIONS, INDICATE DISTRIBUTION OUTPUT MEASURE: MAIL PROCESSED
07	RECORDS SERVICES	DESCRIPTION: CLASSIFY FILE RECORD MATERIAL IN OFFICIAL CENTER POLICY FILE OUTPUT MEASURE: MAIL PROCESSED
08	RECORDS SERVICES	DESCRIPTION: RECEIVE INACTIVE RECORDS FROM DEPARTMENTAL OFFICES AND POSTS SCREEN OUT DUPLICATORY MATERIAL, ARRANGE RECORD MATERIAL FOR RECORD CENTER AND ARCHIVAL STORAGE OUTPUT MEASURE: RECORDS REVIEWED
09	RECORDS SERVICES	DESCRIPTION: RECEIVE, PROCESS DOCUMENTS REQUIRING CERTIFICATES OF AUTHENTICATION OUTPUT MEASURE: DOCUMENTS PROCESSED
10	RECORDS SERVICES	DESCRIPTION: ANSWER REFERENCE REQUESTS OUTPUT MEASURE: REFERENCE REQUESTS ANSWERED
11	LIBRARY SERVICES	DESCRIPTION: PROCESS ORDERS FOR USE BY DEPARTMENT AND POSTS OUTPUT MEASURE: ORDERS PROCESSED
12	LIBRARY SERVICES	DESCRIPTION: CATALOGUE LIBRARY MATERIAL FOR USE BY DEPARTMENT AND POSTS OUTPUT MEASURE: BOOKS CATALOGUED
13	LIBRARY SERVICES	DESCRIPTION: PROVIDE REFERENCE SERVICE FROM LIBRARY HOLDINGS FOR THE DEPARTMENT AND OTHER GOVERNMENT AGENCIES OUTPUT MEASURE: REFERENCE REQUESTS ANSWERED
14	LIBRARY SERVICES	DESCRIPTION: PROVIDE LOAN SERVICE FROM LIBRARY HOLDINGS FOR THE DEPARTMENT AND OTHER GOVERNMENT AGENCIES OUTPUT MEASURE: PUBLICATIONS LOANED
15	WAREHOUSE SERVICE	DESCRIPTION: STORE AND ISSUE STATE DEPARTMENT SPECIALTY ITEMS FOR POSTS & DEPARTMENTAL OFFICES OUTPUT MEASURE: LINE ITEMS PROCESSED

16 LANGUAGE SERVICES

DESCRIPTION: PROVIDE TRANSLATING SERVICES FOR THE DEPARTMENT, THE WHITE HOUSE & BY SPECIAL ARRANGEMENT, OR OTHER GOVERNMENT AGENCIES
OUTPUT MEASURE: PAGES TRANSLATED

0012203
ELEMENT:

DEPARTMENT OF STATE
OFFICE OF FINANCIAL SERVICES

MISSION:

PROVIDE MANAGEMENT (ALLOTTEES) A FULL RANGE OF FINANCIAL SERVICES; PROVIDE THE DEPARTMENT'S BUDGET OFFICE WITH PERSONNEL DOLLAR RESOURCE INFORMATION (OBLIGATIONS, EXPENDITURES, INVENTORY, PROGRAM ANALYSIS); PROVIDE SOURCE DATA FOR USE BY DEPARTMENT'S REIMBURSEMENT OFFICE IN OBTAINING PROPER LEVEL OF POSITIONS AND FUNDS FROM OTHER GOVERNMENT AGENCIES SERVICED BY FINANCIAL SERVICES

01 ADMINISTRATION AND DIRECTION

DESCRIPTION: RECEIVE, DISTRIBUTE CORRESPONDENCE
OUTPUT MEASURE: MAIL VOLUME HANDLED

02 ADMINISTRATION AND DIRECTION

DESCRIPTION: DELIVER AND PICKUP COMMUNICATIONS
OUTPUT MEASURE: MESSENGER DELIVERIES MADE

03 ADMINISTRATION AND DIRECTION

DESCRIPTION: SORT, ARRANGE, FILE DOCUMENTS
OUTPUT MEASURE: DOCUMENTS FILED

04 ACCOUNTING

DESCRIPTION: OBLIGATE FUNDS, ANALYZE EXPENDITURES, CLOSE OUT ACCOUNTS
OUTPUT MEASURE: OBLIGATIONS OF ACCOUNTS SERVICED

05 ACCOUNTING

DESCRIPTION: POST AUDIT INTERNATIONAL TRAVEL
OUTPUT MEASURE: CASES AUDITED

06 PAYROLLING

DESCRIPTION: REVISE MASTER PAY ACCOUNTS FOR ALL DOMESTIC ASSIGNED AMERICANS
OUTPUT MEASURE: PAYROLL CHANGES MADE

07 PAYROLLING

DESCRIPTION: RECEIVE, CODE MASTER PAY ACCOUNTS FOR ALL DOMESTIC ASSIGNED AMERICANS
OUTPUT MEASURE: MASTER CARDS MADE

08 PAYROLLING

DESCRIPTION: AMERICANS
OUTPUT MEASURE: ACCOUNTS MAINTAINED

09 PAYROLLING

DESCRIPTION: SETTLE PAY ACCOUNTS FOR ALL DOMESTIC ASSIGNED AMERICANS
OUTPUT MEASURE: LUMP SUM PAYMENTS MADE

- 10 VOUCHER EXAMINATION
 DESCRIPTION: DETERMINE FUNDS AVAILABILITY VERIFY BILL AGAINST ORDER, ASSURE
 RECEIPT OF SERVICES, DETERMINE LEGALITY OF PAYMENT, CERTIFY
 PAYMENT, CODE INPUT TO ACCOUNTING SYSTEM
 OUTPUT MEASURE: TRAVEL VOUCHERS PAID
- 11 VOUCHER EXAMINATION
 DESCRIPTION: DETERMINE FUNDS AVAILABILITY, VERIFY BILL AGAINST ORDER, ASSURE
 RECEIPT OF SERVICES, DETERMINE LEGALITY OF PAYMENT, CERTIFY
 PAYMENT, CODE FOR INPUT TO ACCOUNTING SYSTEM
 OUTPUT MEASURE: TRANSPORTATION INVOICES PAID
- 12 VOUCHER EXAMINATION
 DESCRIPTION: DETERMINE FUNDS AVAILABILITY, VERIFY BILL AGAINST ORDER, ASSURE
 RECEIPT OF SERVICES, DETERMINE LEGALITY OF PAYMENT, CERTIFY
 PAYMENT, CODE FOR INPUT TO ACCOUNTING SYSTEM
 OUTPUT MEASURE: VENDOR INVOICES PAID

001R110 DEPARTMENT OF TREASURY
 ELEMENT: U.S. SAVINGS BOND DIVISION, SALES PROMOTION

MISSION: PROMOTE THE SALE OF SAVINGS BONDS

- 01 SALES PROMOTION
 DESCRIPTION: STIMULATE THE WIDESPREAD SALE OF SAVINGS BONDS TO THE
 GENERAL PUBLIC THROUGH THE PAYROLL SAVINGS PLAN AND
 OVER-THE-COUNTER SALES
 OUTPUT MEASURE: DOLLAR SALES (CURRENT DOLLARS)

001R115 DEPARTMENT OF TREASURY
 ELEMENT: BUREAU OF ACCOUNTS

MISSION: SERVICE THE PAYROLL SAVINGS BOND PLAN, DISBURSE CHECKS,
 COLLECT WITHHELD TAXES

- 01 ISSUANCE OF SAVINGS BONDS
 DESCRIPTION: SERVICE GOVERNMENT PAYROLL SAVING BOND PLAN
 OUTPUT MEASURE: SAVINGS BONDS ISSUED
- 02 ISSUANCE OF CHECKS
 DESCRIPTION: PROVIDE DISBURSING SERVICE
 OUTPUT MEASURE: CHECKS ISSUED
- 03 FEDERAL TAX DEPOSIT OPERATION
 DESCRIPTION: COLLECT WITHHELD TAXES
 OUTPUT MEASURE: FEDERAL TAX DEPOSIT FORMS PROCESSED

0018121
ELEMENT:

DEPARTMENT OF TREASURY
BUREAU OF CUSTOMS, CARGO PROCESSING & CONTROL

MISSION:

APPRAISE, CLASSIFY AND EXAMINE IMPORTED MERCHANDISE
TO INSURE PROPER COLLECTION OF DUTIES AND TO ENFORCE CUSTOMS
AND RELATED LAWS WITH REGARD TO IMPORTED MERCHANDISE;
PERFORM INSPECTIONS TO MINIMIZE EVASION OF DUTIES AND TAXES
THROUGH SMUGGLING AND OTHER FRAUDS

01 FORMAL ENTRIES PROCESSED

DESCRIPTION: FORMALLY PRESENT PAPERS FOR CLASSIFICATION, VALUATION, AND
THE REVENUE COLLECTION PROCESS
OUTPUT MEASURE: FORMAL ENTRIES PROCESSED

0018122
ELEMENT:

DEPARTMENT OF TREASURY
BUREAU OF CUSTOMS, PROCESSING MAIL

MISSION:

INSPECT AND EXAMINE INCOMING MAILS FOR ENFORCEMENT
AND COLLECTION OF THE REVENUE

01 MAIL ENTRIES

DESCRIPTION: REVIEW ENTRIES FOR CLASSIFICATION, ENFORCEMENT AND
REVENUE COLLECTION
OUTPUT MEASURE: MAIL ENTRIES

0018123
ELEMENT:

DEPARTMENT OF TREASURY
BUREAU OF CUSTOMS, PROCESSING PERSONS

MISSION:

INSPECT AND CONTROL ARRIVING CARRIERS, VEHICLES, PASSENGERS
AND BAGGAGE IN ORDER TO ASSIST IN THE PROPER EXAMINATION
AND COLLECTION OF DUTIES AND TAXES AND TO MINIMIZE EVASION
THROUGH SMUGGLING AND OTHER FRAUDS.

01 ENTRY OF VEHICLE CARRIERS

DESCRIPTION: CONTROL AT CUSTOMS VEHICLE CARRIERS ENGAGED IN INTERNATIONAL
TRAFFIC
OUTPUT MEASURE: VEHICLE CARRIERS ENTERED

02 ENTRY OF SEA CARRIERS

DESCRIPTION: CONTROL AT CUSTOMS OF SEA CARRIERS ENGAGED IN INTERNATIONAL
TRAFFIC
OUTPUT MEASURE: SEA CARRIERS ENTERED

03 ENTRY OF AIR CARRIERS

DESCRIPTION: CONTROL AT CUSTOMS OF AIR CARRIERS ENGAGED IN INTERNATIONAL
TRAFFIC
OUTPUT MEASURE: AIR CARRIERS ENTERED

- 04 PASSENGERS ARRIVING
 DESCRIPTION: INSPECT INCOMING PASSENGERS AND BAGGAGE; COLLECT REVENUE
 OUTPUT MEASURE: PERSONS ENTERED
- 05 PASSENGER DECLARATIONS
 DESCRIPTION: DOCUMENT ITEMS DECLARED; COLLECT REVENUE ON DUTIABLE ITEMS
 OUTPUT MEASURE: DECLARATIONS FILED

001R140 DEPARTMENT OF TREASURY
 ELEMENT: CONTROLLER OF THE CURRENCY
 MISSION: ADMINISTRATION OF THE NATIONAL BANKING SYSTEM

- 01 SUPERVISION OF COMMERCIAL ACTIVITIES OF NATIONAL BANKS
 DESCRIPTION: EXAMINE NATIONAL BANKS TO DETERMINE SOLVENCY
 OUTPUT MEASURE: ASSETS EXAMINED (MILLIONS OF DOLLARS)
- 02 SUPERVISION OF TRUST DEPARTMENT OF NATIONAL BANKS
 DESCRIPTION: EXAMINE NATIONAL BANK TRUST DEPARTMENTS TO DETERMINE COMPLIANCE OF LEGAL AND FIDUCIARY REQUIREMENTS
 OUTPUT MEASURE: TRUST DEPARTMENTS EXAMINED
- 03 SUPERVISION OF CORPORATE ORGANIZATION OF NATIONAL BANKS
 DESCRIPTION: APPROVE OR REJECT APPLICATIONS FOR NEW CHARTERS, BRANCHES, MERGERS AND CONVERSIONS AS DETERMINED BY PUBLIC NEED
 OUTPUT MEASURE: APPLICATION PROCESSED
- 04 DETERMINATION OF REGULATORY POLICY
 DESCRIPTION: INTERPRET STATUTES AND ISSUANCE OF REGULATIONS GOVERNING THE OPERATIONS OF NATIONAL BANKS
 OUTPUT MEASURE: BANKS SUPERVISED
- 05 GENERAL ADMINISTRATION AND MANAGEMENT OF INTERNAL OPERATIONS
 DESCRIPTION: PROVIDE MANPOWER, FISCAL, ADMINISTRATIVE AND MANAGERIAL SERVICES
 OUTPUT MEASURE: EMPLOYEES SERVED

001R161 DEPARTMENT OF TREASURY
 ELEMENT: INTERNAL REVENUE SERVICE, REVENUE ACCOUNTING AND PROCESSING
 MISSION: RECEIVE AND PROCESS COMPLETED TAX RETURNS AND RELATED DOCUMENTS AND PAYMENTS, DEPOSIT THE PAYMENTS, PROMPTLY ACCOUNT FOR TAX REVENUE, VERIFY THROUGH A MASTER FILE ADP SYSTEM THE ACCURACY OF THE INFORMATION PROVIDED ON THE TAX RETURNS, PAY REFUNDS, OFFSET REFUNDS AGAINST DELINQUENT ACCOUNTS, ISSUE NOTICES THAT PAYMENTS ARE OVERDUE, IDENTIFY POSSIBLE TAX EVADERS (NONFILERS) FOR INVESTIGATION, AND ASSIST IN THE SELECTION OF TAX RETURNS WHICH APPEAR TO WARRANT AN AUDIT.

- 01 PROCESS TAX RETURNS AND DOCUMENTS
 DESCRIPTION: PROCESS INDIVIDUAL BUSINESS & OTHER TAX RETURNS
 OUTPUT MEASURE: RETURNS PROCESSED
- 02 ESTABLISH AND MAINTAIN TAX ACCOUNTS
 DESCRIPTION: MAINTAIN TAX ACCOUNTS, SCHEDULE INDIVIDUAL MASTER FILE RE-
 FUNDS, ISSUE FIRST NOTICES, AND PROCESS ACCOUNTS ADJUSTMENTS
 OUTPUT MEASURE: ACCOUNTS MAINTAINED

0018162 DEPARTMENT OF TREASURY
 ELEMENT: INTERNAL REVENUE SERVICE, ALCOHOL AND TOBACCO REGULATORY

MISSION: ENCOURAGE AND ACHIEVE HIGHEST POSSIBLE DEGREE OF VOLUNTARY
 COMPLIANCE WITH THE INTERNAL REVENUE CODE AND RELATED LAWS
 PERTAINING TO ALCOHOL, TOBACCO AND FIREARMS THRU
 REGULATION AND SUPERVISION OF LEGAL INDUSTRIES FOR REVENUE
 AND SOCIAL CONTROL PURPOSES AND THRU MEASUREMENT OF THE
 EFFECTIVENESS OF THE REGULATORY AND SUPERVISORY PROCESSES

- 01 PLANT INSPECTION OPERATION
 DESCRIPTION: ACHIEVE VOLUNTARY COMPLIANCE OF IRS CODE BY REVENUE AUDITS
 OUTPUT MEASURE: INSPECTIONS COMPLETED
- 02 ON-PREMISES SUPERVISION
 DESCRIPTION: DETERMINE TAX AND TAX FREE AND ANALYZE PRODUCT SAMPLES
 OUTPUT MEASURE: GALLONS TAXED
- 03 OTHER COMPLIANCE RELATED CONTROLS
 DESCRIPTION: AUDIT RETURNS; ISSUE, AMEND AND TERMINATE PERMITS; PERFORM
 RELATED ACTIVITIES.
 OUTPUT MEASURE: PERMITS ISSUED

0018164 DEPARTMENT OF TREASURY
 ELEMENT: INTERNAL REVENUE SERVICE, TAXPAYER ASSISTANCE

MISSION: ENCOURAGE VOLUNTARY INCOME TAX COMPLIANCE BY CONDUCTING
 EFFECTIVE PROGRAMS TO MAKE AVAILABLE TO ALL TAXPAYERS
 COMPREHENSIVE, ACCURATE AND TIMELY INFORMATION ON THE
 REQUIREMENTS OF TAX LAW AND REGULATIONS

- 01 TAXPAYER ASSISTANCE BY DISTRICT COLLECTION DIVISION
 DESCRIPTION: ASSIST TAXPAYERS BY PERSONAL CONTACT, TELEPHONE OR
 CORRESPONDENCE
 OUTPUT MEASURE: TAXPAYER INQUIRIES
- 02 TAXPAYER FILING ASSISTANCE BY DISTRICT COLLECTION DIVISIONS
 DESCRIPTION: ASSIST TAXPAYERS BY PERSONAL CONTACT, TELEPHONE OR
 CORRESPONDENCE
 OUTPUT MEASURE: TAXPAYER INQUIRIES

- 03 TAXPAYER ASSISTANCE BY NATIONAL OFFICE AND SERVICE CENTERS
 DESCRIPTION: ASSIST TAXPAYERS BY PERSONAL CONTACT, TELEPHONE OR
 CORRESPONDENCE
 OUTPUT MEASURE: TAXPAYER INQUIRIES
- 04 TAXPAYER FILING ASSISTANCE BY AUDIT DIVISIONS
 DESCRIPTION: ASSIST TAXPAYERS BY PERSONAL CONTACT OR TELEPHONE
 OUTPUT MEASURE: TAXPAYER INQUIRIES
- 05 ISSUANCE OF RULINGS AND INTERPRETATIONS
 DESCRIPTION: ASSIST TAXPAYERS BY DEVELOPING WRITTEN RULINGS AND
 INTERPRETATIONS BASED ON TAX LAW
 OUTPUT MEASURE: RULINGS ISSUED AND OTHER TECHNICAL PROJECTS COMPLETED
- 06 DEVELOPMENT OF TAX RETURN FORMS AND PUBLICATIONS
 DESCRIPTION: ASSIST TAXPAYER BY DEVELOPING TAX FORMS AND PUBLICATIONS
 OUTPUT MEASURE: TAX FORMS AND OTHER TAXPAYER SERVICE PROJECTS COMPLETED
- 07 PUBLIC INFORMATION SERVICES
 DESCRIPTION: ASSIST TAXPAYER VIA CONTACT WITH MASS MEDIA
 OUTPUT MEASURE: VISITS TO MASS MEDIA

0018165
 ELEMENT:

DEPARTMENT OF TREASURY
 INTERNAL REVENUE SERVICE/DELINQUENT ACCOUNTS

MISSION:

ENCOURAGE AND ACHIEVE HIGHEST POSSIBLE DEGREE OF VOLUNTARY COMPLIANCE WITH THE FILING AND PAYMENT REQUIREMENTS OF THE INTERNAL REVENUE LAWS THROUGH COLLECTION OF UNPAID ACCOUNTS, DETERMINATION AND ANALYSIS OF WHY ACCOUNTS BECOME DELINQUENT AND PREVENTION OF ACCOUNTS FROM BECOMING DELINQUENT; AS WELL AS THROUGH OBTAINING OF DELINQUENT RETURNS, MEASUREMENT OF THE TYPES AND DEGREES OF NON-FILING, DETERMINATION AND ANALYSIS OF THE RESULTS FOR NON-FILING AND REDUCTION OF NON-FILING.

- 01 DELINQUENT ACCOUNTS OPERATIONS
 DESCRIPTION: CLOSE DELINQUENT ACCOUNTS, COLLECT UNPAID TAXES
 OUTPUT MEASURE: CASES CLOSED
- 02 DELINQUENCY INVESTIGATION
 DESCRIPTION: CLOSE LEADS, SECURE DELINQUENT RETURNS, AND RECOMMEND ADDITIONAL TAXES
 OUTPUT MEASURE: RETURNS SECURED
- 03 RETURNS COMPLIANCE PROGRAM
 DESCRIPTION: MAKE CONTACTS, SECURE DELINQUENT RETURNS, AND RECOMMEND ADDITIONAL TAXES.
 OUTPUT MEASURE: RETURNS SECURED

0018230
ELEMENT:

DEPARTMENT OF TREASURY
OFFICE OF THE TREASURER OF THE U.S.

MISSION:

RECEIVE, KEEP AND DISBURSE U.S. MONFYS; PROCESS CLAIMS FOR THE PROCEEDS OF GOVERNMENT CHECKS; ISSUE AND REDEEM CURRENCY AND GOVERNMENT SECURITIES; MAINTAIN FISCAL ACCOUNTS; AND PREPARE FINANCIAL STATEMENTS AND REPORTS

- 01 LOCAL SERVICING OF SAVINGS-TYPE SECURITIES
DESCRIPTION: PROVIDE SERVICES TO THE GENERAL PUBLIC, BANKS AND COMMERCIAL CONCERNS IN SUPPORT OF THE UNITED STATES SAVINGS BOND PROGRAM AND OTHER TREASURY SAVINGS PROGRAMS
OUTPUT MEASURE: TRANSACTIONS PROCESSED
- 02 PAYMENT AND RECONCILIATION OF CHECKS
DESCRIPTION: PAY CHECKS DRAWN ON THE TREASURER OF THE U.S. AND RECONCILE THEM TO THE CHECK ISSUE INFORMATION FURNISHED BY THE GOVERNMENT'S DISBURSING OFFICERS; PROCESS FEDERAL TAX DEPOSIT FORMS
OUTPUT MEASURE: CHECKS PAID AND RECONCILED AND TAX DEPOSIT FORMS PROCESSED
- 03 PROCESSING CHECK CLAIMS
DESCRIPTION: PROCESS ALL CLAIMS FOR PROCEEDS OF GOVERNMENT CHECKS, INCLUDING THE ALLOWANCE AND DISALLOWANCE OF CLAIMS AGAINST THE UNITED STATES; ENFORCE CLAIMS OF THE UNITED STATES AGAINST BANKS, ENDORSERS, PRINCIPALS AND SURETIES OR OTHER PARTIES HAVING LIABILITY DUE TO THE FRAUDULENT OR OTHERWISE IMPROPER NEGOTIATION OF CHECKS
OUTPUT MEASURE: CLAIMS PROCESSED
- 04 SERVICES FOR OTHER AGENCIES
DESCRIPTION: PROCESS POSTAL MONEY ORDERS FOR THE POSTAL SERVICE
OUTPUT MEASURE: POSTAL MONEY ORDERS PROCESSED
- 05 CURRENCY, COIN AND GOVERNMENT DEPOSIT SERVICES FOR LOCAL AREA BANKS
DESCRIPTION: PROVIDE GENERAL BANKING SERVICES FOR GOVERNMENT ACCOUNTABLE OFFICERS AND FOR BANKS IN THE DISTRICT OF COLUMBIA
OUTPUT MEASURE: NOTES, COINS AND COLLECTION ITEMS PROCESSED
- 06 VERIFICATION AND DESTRUCTION OF CURRENCY
DESCRIPTION: PROCESS UNFIT CURRENCY RECEIVED FROM LOCAL SOURCES FOR RETIREMENT
OUTPUT MEASURE: CURRENCY PROCESSED
- 07 PROCESSING CURRENCY CLAIMS
DESCRIPTION: PROCESS ALL MUTILATED CURRENCY CLAIMS
OUTPUT MEASURE: CLAIMS PROCESSED

0018251
 ELEMENT: DEPARTMENT OF TREASURY
 BUREAU OF THE PUBLIC DEBT, SAVINGS BONDS AND NOTES
 MISSION: ISSUE, SERVICE AND RETIRE SAVINGS TYPE SECURITIES

01 SAVINGS TYPE SECURITIES ISSUANCE
 DESCRIPTION: ISSUE, AUDIT AND RECORD THE ISSUE OF SAVINGS TYPE SECURITIES
 OUTPUT MEASURE: SECURITIES PRINTED

02 SAVINGS TYPE SECURITY RETIREMENT
 DESCRIPTION: PROCESS, AUDIT AND RECORD THE RETIREMENT OF SAVINGS TYPE
 SECURITIES
 OUTPUT MEASURE: SECURITIES RETIRED

0018252
 ELEMENT: DEPARTMENT OF TREASURY
 BUREAU OF THE PUBLIC DEBT, OTHER TREASURY SECURITIES
 MISSION: ISSUE, SERVICE AND RETIRE OTHER TREASURY SECURITIES

01 OTHER TREASURY SECURITIES ISSUED
 DESCRIPTION: ISSUE AUDIT AND RECORD THE ISSUE OF SECURITIES OTHER THAN
 SAVINGS TYPE
 OUTPUT MEASURE: SECURITIES ISSUED

02 OTHER TREASURY SECURITIES RETIREMENT
 DESCRIPTION: PROCESS AUDIT AND RECORD THE RETIREMENT OF SECURITIES OTHER
 THAN SAVINGS TYPE
 OUTPUT MEASURE: SECURITIES RETIRED

0018253
 ELEMENT: DEPARTMENT OF TREASURY
 BUREAU OF THE PUBLIC DEBT MAINTENANCE AND AUDIT OF PUBLIC
 MISSION: MAINTAIN AND AUDIT PUBLIC DEBT ACCOUNTS

01 PUBLIC DEBT ACCOUNTS MAINTENANCE
 DESCRIPTION: MAINTAIN AND AUDIT PUBLIC DEBT ACCOUNTS
 OUTPUT MEASURE: DOCUMENTS PROCESSED

001R301
ELEMENT:

DEPARTMENT OF TREASURY
BUREAU OF ENGRAVING AND PRINTING

MISSION:

SUPPLY MAJOR FINANCIAL INSTRUMENTS ISSUED BY THE
U.S.; PRINT VARIOUS PRODUCTS ORDERED BY GOVERNMENT AGENCIES

01	PAPER CURRENCY	DESCRIPTION:	PREPARE DESIGN ENGRAVE, PRINT U.S. CURRENCY AND FEDERAL RESERVE NOTES
		OUTPUT MEASURE:	CURRENCY PRINTED (THOUSANDS)
02	ORDINARY SIZE SHEET STAMPS	DESCRIPTION:	PREPARE DESIGN, ENGRAVE, PRINT (SINGLE COLOR)
		OUTPUT MEASURE:	STAMPS PRINTED (THOUSANDS)
03	LARGE SIZE SHEET STAMPS	DESCRIPTION:	PREPARE DESIGN, ENGRAVE, PRINT (SINGLE COLOR)
		OUTPUT MEASURE:	STAMPS PRINTED (THOUSANDS)
04	BOOK STAMPS	DESCRIPTION:	PREPARE DESIGN, ENGRAVE, PRINT
		OUTPUT MEASURE:	STAMPS PRINTED (THOUSANDS)
05	COIL STAMPS (SINGLE COLOR)	DESCRIPTION:	PREPARE DESIGN, ENGRAVE, PRINT
		OUTPUT MEASURE:	STAMPS PRINTED (THOUSANDS)
06	COIL STAMPS (MULTICOLOR)	DESCRIPTION:	PREPARE DESIGN, ENGRAVE, PRINT
		OUTPUT MEASURE:	STAMPS PRINTED (THOUSANDS)
07	MULTICOLOR SHEET (ORDINARY SIZE)	DESCRIPTION:	PREPARE DESIGN, ENGRAVE, PRINT
		OUTPUT MEASURE:	STAMPS PRINTED (THOUSANDS)
08	MULTICOLOR SHEET (LARGE SIZE)	DESCRIPTION:	PREPARE DESIGN, ENGRAVE, PRINT
		OUTPUT MEASURE:	STAMPS PRINTED (THOUSANDS)
09	IRS RED STRIP STAMPS	DESCRIPTION:	PREPARE DESIGN, ENGRAVE, PRINT
		OUTPUT MEASURE:	STAMPS PRINTED (THOUSANDS)
10	IRS MISCELLANEOUS STAMPS	DESCRIPTION:	PREPARE DESIGN, ENGRAVE, PRINT
		OUTPUT MEASURE:	STAMPS PRINTED (THOUSANDS)
11	FOOD COUPONS	DESCRIPTION:	PREPARE DESIGN, ENGRAVE, PRINT
		OUTPUT MEASURE:	STAMPS PRINTED (THOUSANDS)
12	PUERTO RICO AND OTHER STAMPS	DESCRIPTION:	PREPARE DESIGN, ENGRAVE, PRINT
		OUTPUT MEASURE:	STAMPS PRINTED (THOUSANDS)

- 13 TREASURY BILLS
 DESCRIPTION: PREPARE DESIGN, ENGRAVE, PRINT
 OUTPUT MEASURE: BILLS PRINTED (THOUSANDS)
- 14 MISCELLANEOUS PUBLIC DEBT AND OTHER SECURITIES
 DESCRIPTION: PREPARE DESIGN, ENGRAVE, PRINT
 OUTPUT MEASURE: SECURITIES PRINTED (THOUSANDS)
- 15 COMMISSIONS, CERTIFICATES
 DESCRIPTION: PREPARE DESIGN, ENGRAVE, PRINT
 OUTPUT MEASURE: SECURITIES PRINTED (THOUSANDS)

0018302
 ELEMENT:

DEPARTMENT OF TREASURY
 BUREAU OF MINT, ACTIVITIES AND DEPOSITORIES

MISSION:

PRODUCE COINS FOR USE IN THE NATION'S BUSINESS
 TRANSACTIONS; RECEIVE, PROCESS, VERIFY, STORE, MOVE AND
 DISBURSE GOLD AND SILVER BULLION AND BARS AND COIN FOR U.S.
 MONETARY PURPOSES; REFINER GOLD AND SILVER BULLION TO
 PROVIDE GOLD BARS SUITABLE FOR SETTLEMENT OF INTERNATIONAL
 BALANCES, AND FINE SILVER BARS SUITABLE FOR COINAGE; PRODUCE
 ON A REIMBURSABLE BASIS MEDALS AND NATIONAL CHARACTER
 COINS FOR FRIENDLY GOVERNMENTS AND GENERAL COINS OF A
 NUMISMATIC NATURE.

- 01 MANUFACTURE OF COINS FOR DISTRIBUTION
 DESCRIPTION: MELT, CAST, ROLL, BLANK, ANNEAL, UPSET, STAMP, COUNT, BAG
 OUTPUT MEASURE: COINS PRODUCED (MILLIONS)
- 02 DISBURSEMENT OF NEW COINS
 DESCRIPTION: RECEIVE, SORT AND DISBURSE NEW COINS FOR USE IN TRANSACTION
 OUTPUT MEASURE: NEW COINS DISBURSED (MILLIONS)
- 03 REFINING
 DESCRIPTION: SEPARATE GOLD AND SILVER, REMOVE BASE METALS BY
 ELECTROLYTIC REFINING
 OUTPUT MEASURE: FINE OUNCES REFINED
- 04 MANUFACTURE OF METALS OF NATIONAL CHARACTER, OF FOREIGN COIN
 AND SPECIAL COINS
 DESCRIPTION: BLANK, STRIKE, PACKAGE, OR MELT, CAST, ROLL, BLANK, ANNEAL,
 UPSET, STAMP AND BAG OR PACKAGE
 OUTPUT MEASURE: MEDALS AND COINS BAGGED AND PACKAGED

MISSION:
ELEMENT:
MISSIONS:

VETERANS ADMINISTRATION
DEPARTMENT OF VETERANS BENEFITS

GRANT BENEFITS AND PROVIDE SERVICES ESTABLISHED BY LAW FOR VETERANS, SERVICEMEN, THEIR DEPENDENTS AND BENEFICIARIES INCLUDING COMPENSATION, PENSION, VOCATIONAL REHABILITATION AND EDUCATIONAL ASSISTANCE; INSURANCE; GUARANTEE OF HOME LOANS, RELATED SERVICING AND MANAGEMENT OF VA-OWNED PROPERTIES; SAFEGUARDING FUNDS OF LEGALLY DISABLED VA BENEFICIARIES, AND FURNISHING INFORMATION, ADVICE, ASSISTANCE AND OUTREACH SERVICES ON VETERANS BENEFITS ADMINISTERED BY VA AND OTHER AGENCIES

- 01 O&P CLAIMS ADJUDICATED
DESCRIPTION: ADJUDICATE CLAIMS; MAKE AWARDS FOR DISABILITY DEATH COMPENSATION AND PENSION INCLUDING RELATED INCOME, DEPENDENCY BURIAL AND REIMBURSEMENT, APPEALED CLAIMS, INDEPENDENT REVIEWS AND CORRESPONDENCE ACTIONS
OUTPUT MEASURE: COMPENSATION AND PENSION CLAIM ADJUDICATED
- 02 EDUCATION APPLICATIONS AND ENTRANCES
DESCRIPTION: DETERMINE ENTITLEMENT, PROVIDE COUNSELING, MAKE AWARDS FOR EDUCATIONAL BENEFITS; AID, GUIDE PRESCRIBE VOCATIONAL REHABILITATION, INCLUDING COUNSELING AND SUPERVISION OF TRAINEES
OUTPUT MEASURE: APPLICATIONS AND AWARDS FOR INITIAL ENTRANCE PROCESSED
- 03 LOAN OBLIGATIONS
DESCRIPTION: DETERMINE ELIGIBILITY, ESTABLISH REASONABLE VALUE OF NEW AND EXISTING PROPERTIES AND REVIEW APPLICATIONS FOR GUARANTEE OF GI AND VA DIRECT LOANS FOR PURCHASE OR CONSTRUCTION OF HOMES, ACQUISITION OF BUSINESS AND FARMING ENTERPRISES
OUTPUT MEASURE: GI AND DIRECT LOANS DISBURSED
- 04 GI LOAN SERVICING
DESCRIPTION: SERVICE OUTSTANDING LOANS, SETTLE CLAIMS BY HOLDERS OF GUARANTEED LOANS, AND LIQUIDATE SECURITIES
OUTPUT MEASURE: GI AND VAR 4600 LOAN SERVICING ACTIONS
- 05 PORTFOLIO LOANS SERVICED
DESCRIPTION: MANAGE AND SERVICE PORTFOLIO OF VA-OWNED LOANS
OUTPUT MEASURE: AVERAGE NUMBER OF PORTFOLIO LOANS ON HAND DURING FISCAL YEAR
- 06 VA PROPERTIES MANAGED
DESCRIPTION: ACQUIRE, MANAGE, MAINTAIN, REPAIR, RENT AND SELL VA-OWNED PROPERTIES
OUTPUT MEASURE: AVERAGE NUMBER OF PROPERTIES MANAGED DURING FISCAL YEAR
- 07 INSURANCE POLICIES SERVICED
DESCRIPTION: AUTHORIZE POLICY LOANS, CASH SURRENDERS, AND MATURED ENDOWMENTS; COMPLETE MAINTENANCE OF INSURANCE ACCOUNTS INCLUDING PROCESSING OF NONMEDICAL APPLICATIONS INCLUDING MAIL, AND COMPUTER-GENERATED PRINTOUTS
OUTPUT MEASURE: POLICY SERVICE ACTIONS COMPLETED

- 08 INSURANCE MEDICAL DETERMINATIONS
 DESCRIPTION: DETERMINE ACCEPTABILITY OF APPLICATIONS FOR NEW
 INSURANCE OR POLICY ACTIONS INVOLVING HEALTH REQUIREMENTS
 OUTPUT MEASURE: APPLICATIONS APPROVED
- 09 INSURANCE CLAIMS DECISIONS
 DESCRIPTION: ADJUDICATE NEW CLAIMS FOR INSURANCE DISABILITY BENEFITS
 AND REVIEW CONTINUING AWARDS
 OUTPUT MEASURE: NEW CLAIMS ADJUDICATED AND REVIEW DECISIONS MADE
- 10 INSURANCE DEATH AWARDS
 DESCRIPTION: ADJUDICATE INSURANCE DEATH CLAIMS AND PAYMENT OF DEATH
 AWARDS
 OUTPUT MEASURE: INSURANCE AWARDS MADE

0019110 VETERANS ADMINISTRATION
 ELEMENT: DEPARTMENT OF MEDICINE AND SURGERY
 MISSION: SUPPLY COMPLETE MEDICAL AND HOSPITAL SERVICES TO
 ELIGIBLE VETERANS REQUIRING MEDICAL, PSYCHIATRIC AND DENTAL
 CARE AND TREATMENT

- 01 VA GENERAL HOSPITAL TREATMENT
 DESCRIPTION: PROVIDE PROFESSIONAL SERVICES AS REQUIRED IN SUCH
 SPECIALTIES AS MEDICINE, SURGERY, PHYSICAL MEDICINE AND
 REHABILITATION, RADIOLOGY; ALSO RESEARCH AND EDUCATION.
 OUTPUT MEASURE: INPATIENTS TREATED
- 02 VA PSYCHIATRIC HOSPITAL TREATMENT
 DESCRIPTION: PROVIDE PROFESSIONAL SERVICES IN PSYCHIATRY AND OTHER
 SPECIALTIES AS REQUIRED
 OUTPUT MEASURE: INPATIENTS TREATED
- 03 VA DOMICILIARIES TREATMENT
 DESCRIPTION: PROVIDE CARE AND PROFESSIONAL SERVICES AS REQUIRED
 OUTPUT MEASURE: INPATIENTS TREATED
- 04 VA NURSING HOME TREATMENT
 DESCRIPTION: PROVIDE CARE AND PROFESSIONAL SERVICES AS REQUIRED
 OUTPUT MEASURE: INPATIENTS TREATED
- 05 VA RESTORIUM TREATMENT
 DESCRIPTION: PROVIDE CARE AND PROFESSIONAL SERVICES AS REQUIRED
 OUTPUT MEASURE: INPATIENTS TREATED
- 06 OUTPATIENT MEDICAL VISITS
 DESCRIPTION: PROVIDE MEDICAL SERVICES TO OUT PATIENTS
 OUTPUT MEASURE: OUTPATIENTS TREATED

- 07 OUTPATIENT DENTAL EXAMINATIONS
 DESCRIPTION: PROVIDE DENTAL EXAMINATIONS FOR OUT PATIENTS
 OUTPUT MEASURE: OUTPATIENTS TREATED
- 08 OUTPATIENT DENTAL TREATMENT
 DESCRIPTION: PROVIDE DENTAL TREATMENT FOR OUT PATIENTS
 OUTPUT MEASURE: OUTPATIENTS TREATED

0020101
 ELEMENT:

SECURITIES AND EXCHANGE COMMISSION
 TOTAL S.E.C.

MISSION:

INSURE THAT INVESTORS WILL BE PROVIDED WITH THE MATERIAL FACTS
 CONCERNING SECURITY OFFERINGS BY REQUIRING ISSUERS OF SECUR-
 ITIES FOR PUBLIC SALE TO FILE A REGISTRATION STATEMENT AND RE-
 LATED PROSPECTS CONCERNING SIGNIFICANT INFORMATION ABOUT THE
 ISSUER AND THE OFFERING WITH THE COMMISSION.

- 01 REGISTRATION STATEMENTS FROM COMPANIES
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH FULL DISCLOSURE REQUIREMENTS
 OUTPUT MEASURE: REGISTRATION STATEMENTS EXAMINED
- 02 POST EFFECTIVE AMENDMENTS
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH FULL DISCLOSURE REQUIREMENTS
 OUTPUT MEASURE: POST EFFECTIVE AMENDMENTS EXAMINED
- 03 REGISTRATION OF SECURITIES TRADED, EXCHANGES & OVER-THE COUNTER
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH FULL DISCLOSURE REQUIREMENTS
 OUTPUT MEASURE: REGISTRATIONS EXAMINED
- 04 PRELIMINARY PROXY STATEMENTS
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH DISCLOSURE REQUIREMENTS OF PROXY
 RULES
 OUTPUT MEASURE: PRELIMINARY PROXY STATEMENTS EXAMINED
- 05 ANNUAL REPORTS
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH APPLICABLE RULES AND REGULATIONS
 OUTPUT MEASURE: ANNUAL REPORTS EXAMINED
- 06 OTHER PERIODIC REPORTS
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH APPLICABLE RULES AND REGULATIONS
 OUTPUT MEASURE: OTHER PERIODIC REPORTS EXAMINED
- 07 OWNERSHIP AND TRANSACTION REPORTS
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH REPORTING RULES AND PUBLICATION
 OF CHANGES IN BENEFICIAL OWNERSHIP
 OUTPUT MEASURE: OWNERSHIP AND TRANSACTION REPORTS EXAMINED

- 150
- 08 STOP ORDER PROCEEDINGS, OTHER ADM. ACTIONS
 DESCRIPTION: DETERMINE POSSIBLE VIOLATIONS AND REMEDIAL ACTION BY AGENCY
 OUTPUT MEASURE: ACTIONS TAKEN
- 09 EXAMINATION OF REGULATION & FILING
 DESCRIPTION: DETERMINE AVAILABILITY OF REGULATION AND COMPLIANCE WITH APPLICABLE DISCLOSURE REQUIREMENTS
 OUTPUT MEASURE: REGULATION & FILINGS EXAMINED
- 10 BROKER-DEALER APPLICATIONS, AMENDMENTS, TERMINATIONS
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH APPLICABLE RULES AND STATUTES
 OUTPUT MEASURE: DOCUMENTS EXAMINED
- 11 BROKER-DEALER INSPECTIONS FOR CAUSE
 DESCRIPTION: INSPECT FOR SUSPECTED VIOLATIONS
 OUTPUT MEASURE: INSPECTIONS MADE
- 12 BROKER-DEALER INSPECTIONS FOR ROUTINE
 DESCRIPTION: INSPECT PERIODICALLY
 OUTPUT MEASURE: INSPECTIONS MADE
- 13 BROKER-DEALER FINANCIAL REPORTS
 DESCRIPTION: REVIEW FOR COMPLIANCE WITH FINANCIAL RESPONSIBILITY RULES
 OUTPUT MEASURE: REPORTS REVIEWED
- 14 INVESTMENT ADVISER APPLICATIONS, AMENDMENTS, TERMINATIONS
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH APPLICABLE RULES AND STATUTES
 OUTPUT MEASURE: DOCUMENTS EXAMINED
- 15 INVESTMENT ADVISER INSPECTIONS
 DESCRIPTION: INSPECT TO DETERMINE PUBLIC INTEREST OF FIRM OPERATIONS
 OUTPUT MEASURE: INSPECTIONS MADE
- 16 INVESTIGATIONS
 DESCRIPTION: DETERMINE POLICY VIOLATIONS
 OUTPUT MEASURE: INVESTIGATIONS MADE
- 17 ADMINISTRATIVE PROCEEDINGS
 DESCRIPTION: TAKE REMEDIAL ACTION BY AGENCY
 OUTPUT MEASURE: ACTIONS TAKEN
- 18 CIVIL PROCEEDINGS
 DESCRIPTION: TAKE REMEDIAL ACTIONS THROUGH FEDERAL COURTS
 OUTPUT MEASURE: ACTIONS TAKEN
- 19 CRIMINAL PROCEEDINGS
 DESCRIPTION: TAKE REMEDIAL ACTION FOR VIOLATION OF CRIMINAL STATUTES
 OUTPUT MEASURE: ACTIONS TAKEN
- 20 EXCHANGE REGULATION AND INSPECTION
 DESCRIPTION: OVERSEE EFFECTIVENESS OF SELF REGULATION IN EXCHANGE MARKETS
 OUTPUT MEASURE: INSPECTIONS MADE

- 21 APPLICATIONS FOR PUBLIC UTILITY HOLDING COMPANY APPROVALS
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH APPLICABLE RULES AND REGULATIONS
 OUTPUT MEASURE: APPLICATIONS EXAMINED
- 22 PUBLIC UTILITY PROCEEDINGS, ACQUISITIONS, MERGERS ETC.
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH APPLICABLE RULES AND REGULATIONS
 OUTPUT MEASURE: EXAMINATIONS COMPLETED
- 23 PUBLIC UTILITY HOLDING COMPANY PERIODIC REPORTS
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH APPLICABLE RULES AND REGULATIONS
 OUTPUT MEASURE: EXAMINATIONS COMPLETED
- 24 INVESTMENT COMPANY REGISTRATIONS STATEMENTS
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH APPLICABLE STATUTES
 OUTPUT MEASURE: STATEMENTS EXAMINED
- 25 INVESTMENT COMPANY ANNUAL AND PERIODIC REPORTS
 DESCRIPTION: EXAMINE FOR COMPLIANCE AND POSSIBLE VIOLATION
 OUTPUT MEASURE: REPORTS EXAMINED
- 26 INVESTMENT COMPANY PRELIMINARY PROXY STATEMENTS
 DESCRIPTION: REVIEW PROXY RULES FOR DISCLOSURE
 OUTPUT MEASURE: STATEMENTS REVIEWED
- 27 INVESTMENT COMPANY INVESTIGATIONS AND COURT PROCEEDINGS
 DESCRIPTION: INVESTIGATE TO DETERMINE POSSIBLE VIOLATIONS
 OUTPUT MEASURE: INVESTIGATIONS MADE
- 28 ADMINISTRATIVE PROCEEDINGS
 DESCRIPTION: TAKE REMEDIAL ACTION INSTITUTED BY THE AGENCY
 OUTPUT MEASURE: REMEDIAL ACTIONS TAKEN
- 29 NEW INVESTMENT COMPANY REGISTRATIONS
 DESCRIPTION: EXAMINE FOR COMPLIANCE WITH APPLICABLE STATUTES
 OUTPUT MEASURE: REGISTRATIONS EXAMINED
- 30 APPLICATIONS FOR EXEMPTION FROM INVESTMENT COMPANY ACT
 DESCRIPTION: EXAMINE TO SEE IF REQUIREMENTS FOR EXEMPTION ARE MET
 OUTPUT MEASURE: EXAMINATIONS MADE
- 31 INVESTMENT COMPANY INSPECTIONS
 DESCRIPTION: INSPECT PERIODICALLY FOR COMPLIANCE WITH APPLICABLE RULES
 OUTPUT MEASURE: INSPECTIONS MADE
- 32 REVIEW OF CORPORATE REORGANIZATIONS, PETITIONS, ETC.
 DESCRIPTION: AID FEDERAL COURTS IN ADMINISTERING AFFAIRS OF DEBTOR CORPORATIONS BEING REORGANIZED
 OUTPUT MEASURE: CORPORATE REORGANIZATION ACTIONS ADMINISTERED

8021110		NATIONAL LABOR RELATIONS BOARD
ELEMENT:	TOTAL AGENCY	
MISSION:	DISPOSE OF UNFAIR LABOR PRACTICE CHARGES AND REPRESENTATION PETITIONS FILED BY THE PUBLIC BY DETERMINING IF MERIT EXISTS AND BY PROCESSING MERITORIOUS CASES	
01	FIELD	DESCRIPTION: PROCESS ALL CASES TO COMPLETION EXCLUDING FORMAL PROCESSING IN WASHINGTON INVOLVING HEARING AND DECISION
		OUTPUT MEASURE: CASES
02	TRIAL EXAMINER DECISION	DESCRIPTION: CONDUCT PUBLIC HEARINGS IN UNFAIR LABOR PRACTICE CASES AND SET FORTH THEIR FINDINGS IN TRIAL EXAMINER DECISIONS
		OUTPUT MEASURE: DECISIONS
03	DECISIONS, BOARD	DESCRIPTION: DECIDE UNFAIR LABOR PRACTICE CHARGES ON THE BASIS OF A STIPULATED RECORD OR ON EXCEPTIONS FROM A TRIAL EXAMINER DECISION AND ALSO DECIDE REGIONAL DIRECTOR REFERRED REPRESENTATION CASES, AND OTHERS GRANTED REVIEW, RULES ON OBJECTIONS AND CHALLENGES IN ELECTION CASES
		OUTPUT MEASURE: DECISIONS
04	ENFORCEMENT	DESCRIPTION: ENFORCE BOARD DECISIONS IN THE UNITED STATES APPELLATE COURTS AND IN THE SUPREME COURT WHEN THE RESPONDENT WILL NOT COMPLY VOLUNTARILY
		OUTPUT MEASURE: APPELLATE COURT BRIEFS SUPREME COURT BRIEFS

LIST OF 114 ORGANIZATIONAL ELEMENTS BY FUNCTIONI. Public ServicesA. Operating Activities

Forest Service, Recreational Public Use (Agr.)
 Conservation Plant Materials Centers (Agr.)
 Professional Education (Army)
 Patient Care in Army Facilities (Army)
 Service Academy (Army)
 Oversea Education of Dependents (Army)
 Coast Guard, Aids to Navigation (DOT)
 Coast Guard, Search and Rescue (DOT)
 FAA, Flight Traffic Services (DOT)
 FAA, Airport Traffic Services (DOT)
 Indian Health Service (HEW)
 Federal Health Service (HEW)
 Bureau of Indian Affairs (Interior)
 National Park Service, Visitor Service (Interior)
 National Park Service, Resource Management (Interior)
 National Park Service, Maintenance (Interior)
 Postal Service
 Department of Medicine and Surgery (VA)

B. Processing Activities

Stabilization and Conservation Service (Agr.)
 Conservation, Technical Assistance (Agr.)
 Flood Prevention Program (Agr.)
 Watershed Planning Program (Agr.)
 Watershed Works of Improvement (Agr.)
 Resource Conservation and Development Project (Agr.)
 Snow Surveys and Water Supply Forecasts (Agr.)
 Great Plains Conservation Program (Agr.)
 Planning Resource Conservation & Development Program (Agr.)
 Farmers Home Administration (Agr.)
 River Basin Survey Program (Agr.)
 Patent Office (Commerce)
 National Weather Service (Commerce)
 Economic Development Administration (Commerce)
 Bureau of the Census, Personal Census Service Branch (Commerce)
 National Technical Information Service, Sales & Order Processing
 (Commerce)

B. Processing Activities (cont'd)

Social Security Administration (HEW)
 FHA, Housing Production and Mortgage Credit (HUD)
 Immigration and Naturalization Service (Justice)
 Employment Standards Administration, Federal Employee
 Compensation (Labor)
 Manpower Administration, Job Corps Headquarters (Labor)
 Manpower Administration, Apprenticeship & Training (Labor)
 Employment Standards Administration, Fair Labor Standards
 Enforcement (Labor)
 Bureau of Labor Statistics (Labor)
 Visa Office, Bureau of Secular & Consular Affairs (State)
 U.S. Savings Bonds, Sales Promotion (Treas.)
 Bureau of Accounts (Treas.)
 Bureau of Customs, Cargo Processing & Control (Treas.)
 Bureau of Customs, Mail Processing (Treas.)
 Bureau of Customs, Processing Persons (Treas.)
 Comptroller of the Currency (Treas.)
 IRS, Revenue Accounting & Processing (Treas.)
 IRS, Alcohol and Tobacco Controls (Treas.)
 IRS, Audit of Tax Returns (Treas.)
 IRS, Taxpayer Assistance (Treas.)
 IRS, Delinquent Accounts and Returns Compliance (Treas.)
 Department of Veterans Benefits (VA)
 Securities and Exchange Commission
 National Labor Relations Board

II. Support ServicesA. Management Activities

Marine Corps Finance Center (Navy)
 Navy Finance Centers and Offices (Navy)
 Administration (Army)
 Recruiting and Examining (Army)
 Office of Finance, Accounting Centers (GSA)
 National Archives & Records Service (GSA)
 Office of Office of Audits and Investigations (GSA)
 Personnel Services (GSA)
 Office of the Solicitor (Interior)
 Office of Operations (State)
 Office of Financial Services (State)
 Office of Treasurer of the U.S. (Treas.)
 Bureau of Public Debt, Savings Bonds and Notes (Treas.)
 Bureau of Public Debt, Other Securities (Treas.)
 Bureau of Public Debt, Maintenance and Audit of Debt
 Accounts (Treas.)

B. Procurement and Supply Activities

Air Force Logistics Command, Material Management (AF)
 Air Force Logistics Command, Distribution (AF)
 Air Force Logistics Command, Procurement (AF)
 Navy and Marine Corps Supply Centers (Navy)
 Central Procurement (Army)
 Supply Depot Operations (Army)
 Waterport Operations (Army)
 Supply Operations (Army)
 Supply Management Operations (Army)
 Defense Supply Agency
 Office of Space Management (GSA)
 Federal Supply Service, Supply Distribution (GSA)
 Federal Supply Service, Procurement (GSA)
 Federal Supply Service, Supply Control (GSA)
 Federal Supply Service, Inspection (GSA)
 Federal Supply Service, Supply Standardization (GSA)

C. Maintenance Activities

Maritime Administration (Commerce)
 Maintenance of Material (Army)
 Base Services (Army)
 Personnel Support (Army)
 Operation of Utilities (Army)
 Other Engineering and Support (Army)
 Maintenance and Repair of Real Property (Army)
 Public Buildings Service, Buildings Management (GSA)
 Public Buildings Service, Transportation and Communications
 Service (GSA)
 Public Buildings Service, Public Works Centers (Navy)

III. Industrial ServicesA. Major Overhaul or Repair Activities

Air Force Logistics Command, Maintenance (AF)
 Air Rework Facilities (Navy)
 Depot Maintenance (Army)
 Truck Maintenance (Army)
 Shipyards (Navy)

B. Manufacturing Activities

Soil Surveys (Agr.)
Printing and Publishing of Technical Information (AEC)
National Ocean Survey (Commerce)
Naval Ordnance Activities (Navy)
Geological Survey, Topographic Division (Interior)
Bonneville Power Administration (Interior)
Sport Fisheries and Wildlife, Fish Hatcheries (Interior)
Southeastern Power Administration (Interior)
Southwestern Power Administration (Interior)
Bureau of Engraving and Printing (Treas.)
Bureau of the Mint, Coinage Activities (Treas.)

LIST OF 114 ORGANIZATIONAL ELEMENTS BY PAY SYSTEMI. GENERAL SCHEDULE

Forest Service, Recreational Public Use (Agr.)
 Conservation Plant Materials Centers (Agr.)
 Professional Education (Army)
 Patient Care in Army Facilities (Army)
 Service Academy (Army)
 Oversea Education of Dependents (Army)
 Coast Guard, Aids to Navigation (DOT)
 Coast Guard, Search and Rescue (DOT)
 FAA, Flight Traffic Services (DOT)
 FAA, Airport Traffic Services (DOT)
 Indian Health Service (HEW)
 Federal Health Service (HEW)
 Bureau of Indian Affairs (Interior)
 National Park Service, Visitor Service (Interior)
 National Park Service, Resource Management (Interior)
 Department of Medicine and Surgery (VA)
 Stabilization and Conservation Service (Agr.)
 Conservation, Technical Assistance (Agr.)
 Flood Prevention Program (Agr.)
 Watershed Planning Program (Agr.)
 Watershed Works of Improvement (Agr.)
 Resource Conservation and Development Project (Agr.)
 Snow Surveys and Water Supply Forecasts (Agr.)
 Great Plains Conservation Program (Agr.)
 Planning Resource Conservation & Development Program
 (Agr.)
 Farmers Home Administration (Agr.)
 River Basin Survey Program (Agr.)
 Patent Office (Commerce)
 National Weather Service (Commerce)
 Economic Development Administration (Commerce)
 Bureau of the Census, Personal Census Service Branch
 (Commerce)
 National Technical Information Service, Sales & Order
 Processing (Commerce)
 Social Security Administration (HEW)
 FHA, Housing Production and Mortgage Credit (HUD)
 Immigration and Naturalization Service (Justice)
 Employment Standards Administration, Federal Employee
 Compensation (Labor)
 Manpower Administration, Job Corps Headquarters
 (Labor)
 Manpower Administration, Apprenticeship & Training
 (Labor)

APPENDIX F

Employment Standards Administration, Fair Labor
Standards Enforcement (Labor)
Bureau of Labor Statistics (Labor)
Visa Office, Bureau of Secular & Consular Affairs
(State)
U.S. Savings Bonds, Sales Promotion (Treas.)
Bureau of Accounts (Treas.)
Bureau of Customs, Cargo Processing & Control
(Treas.)
Bureau of Customs, Mail Processing (Treas.)
Bureau of Customs, Processing Persons (Treas.)
Comptroller of the Currency (Treas.)
IRS, Revenue Accounting & Processing (Treas.)
IRS, Alcohol and Tobacco Controls (Treas.)
IRS, Audit of Tax Returns (Treas.)
IRS, Taxpayer Assistance (Treas.)
IRS, Delinquent Accounts and Returns Compliance
(Treas.)
Department of Veterans Benefits (VA)
Securities and Exchange Commission
National Labor Relations Board
Marine Corps Finance Center (Navy)
Navy Finance Centers and Offices (Navy)
Administration (Army)
Recruiting and Examining (Army)
Office of Finance, Accounting Centers (GSA)
National Archives & Records Service (GSA)
Office of Audits and Investigations (GSA)
Personnel Services (GSA)
Office of the Solicitor (Interior)
Office of Operations (State)
Office of Financial Services (State)
Office of Treasurer of the U.S. (Treas.)
Bureau of Public Debt, Savings Bonds and Notes
(Treas.)
Bureau of Public Debt, Other Securities (Treas.)
Bureau of Public Debt, Maintenance and Audit of Debt
Accounts (Treas.)
Air Force Logistics Command, Material Management (AF)
Air Force Logistics Command, Procurement (AF)
Central Procurement (Army)
Waterport Operations (Army)
Supply Operations (Army)
Supply Management Operations (Army)
Defense Supply Agency
Office of Space Management (GSA)
Federal Supply Service, Supply Distribution (GSA)
Federal Supply Service, Procurement (GSA)
Federal Supply Service, Supply Control (GSA)
Federal Supply Service, Inspection (GSA)
Federal Supply Service, Supply Standardization (GSA)

APPENDIX F

Maritime Administration (Commerce)
Personnel Support (Army)
Other Engineering and Support (Army)
Public Buildings Service, Transportation and Communications Service (GSA)
Soil Surveys (Agr.)
Printing and Publishing of Technical Information (AEC)
National Ocean Survey (Commerce)
Geological Survey, Topographic Division (Interior)
Bonneville Power Administration (Interior)
Sport Fisheries and Wildlife, Fish Hatcheries (Interior)
Southeastern Power Administration (Interior)
Southwestern Power Administration (Interior)

II. WAGE BOARD

National Park Service, Maintenance (Interior)
Air Force Logistics Command, Distribution (AF)
Navy and Marine Corps Supply Centers (Navy)
Supply Depot Operations (Army)
Maintenance of Materiel (Army)
Base Services (Army)
Operation of Utilities (Army)
Maintenance and Repair of Real Property (Army)
Public Buildings Service, Buildings Management (GSA)
Public Buildings Service, Public Works Centers (Navy)
Air Force Logistics Command, Maintenance (AF)
Air Rework Facilities (Navy)
Depot Maintenance (Army)
Truck Maintenance (Army)
Shipyards (Navy)
Naval Ordnance Activities (Navy)
Bureau of Engraving and Printing (Treas.)
Bureau of the Mint, Coinage Activities (Treas.)

III. POSTAL SERVICE

Postal Service

APPENDIX G

FUNCTIONAL FLOW DIAGRAM OF COMPUTER PROGRAMS

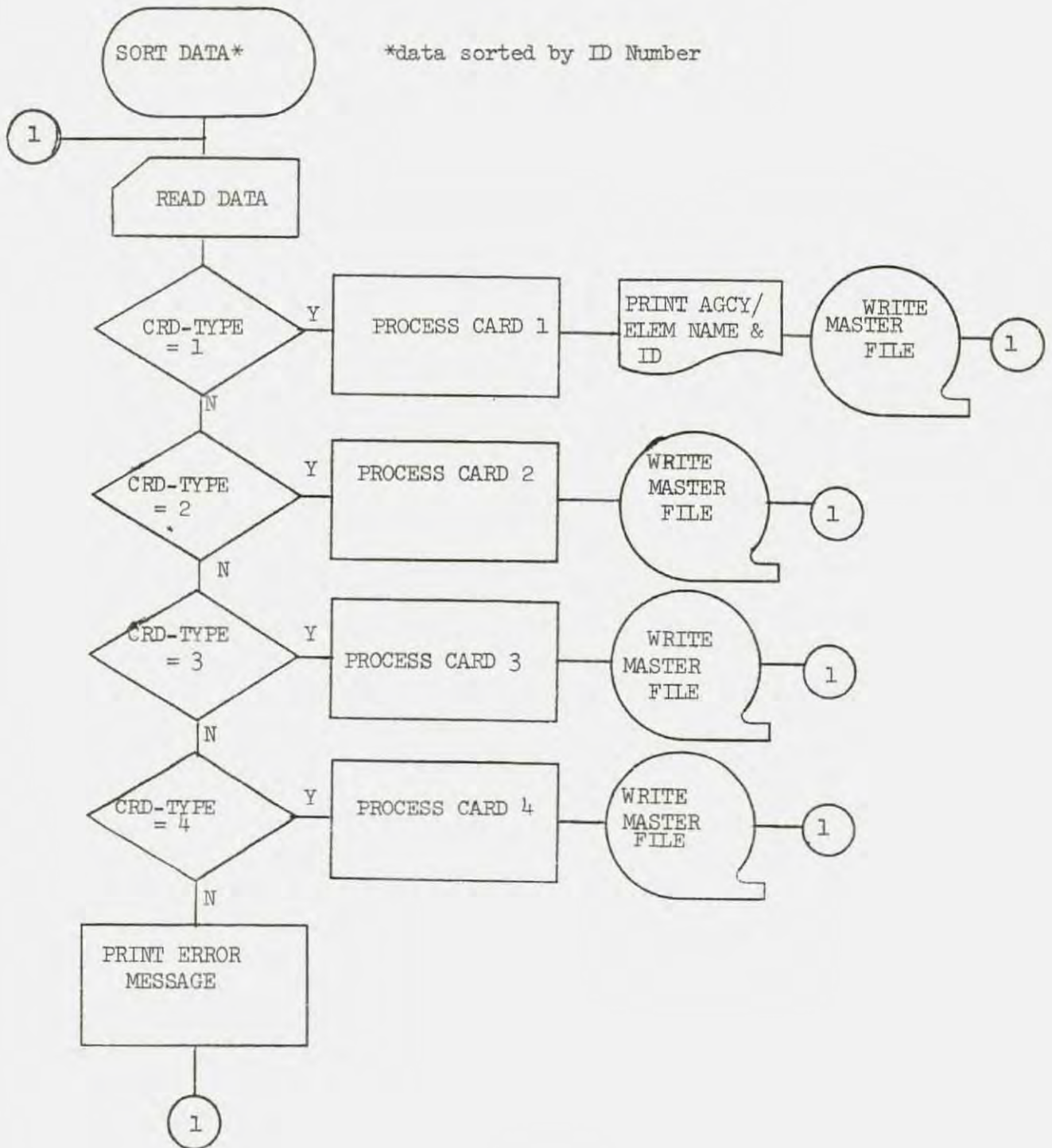
This appendix presents the functional depictions of the computer programs used to edit and tabulate data and produce productivity reports. The system consists of three programs.

The first edits punchcard input data, stores these data on magnetic tape, and lists the agency or organizational element name and identifying number for each data set. The program logic is shown in exhibit G-1.

The second program, using the magnetic tape as input, calculates productivity indices by organizational element and produces three reports. The first report lists the data supplied by the organization. The second presents the output weights and weighted outputs calculated by the program. The third report provides productivity and related measures derived from the data. Program logic is shown in exhibit G-2.

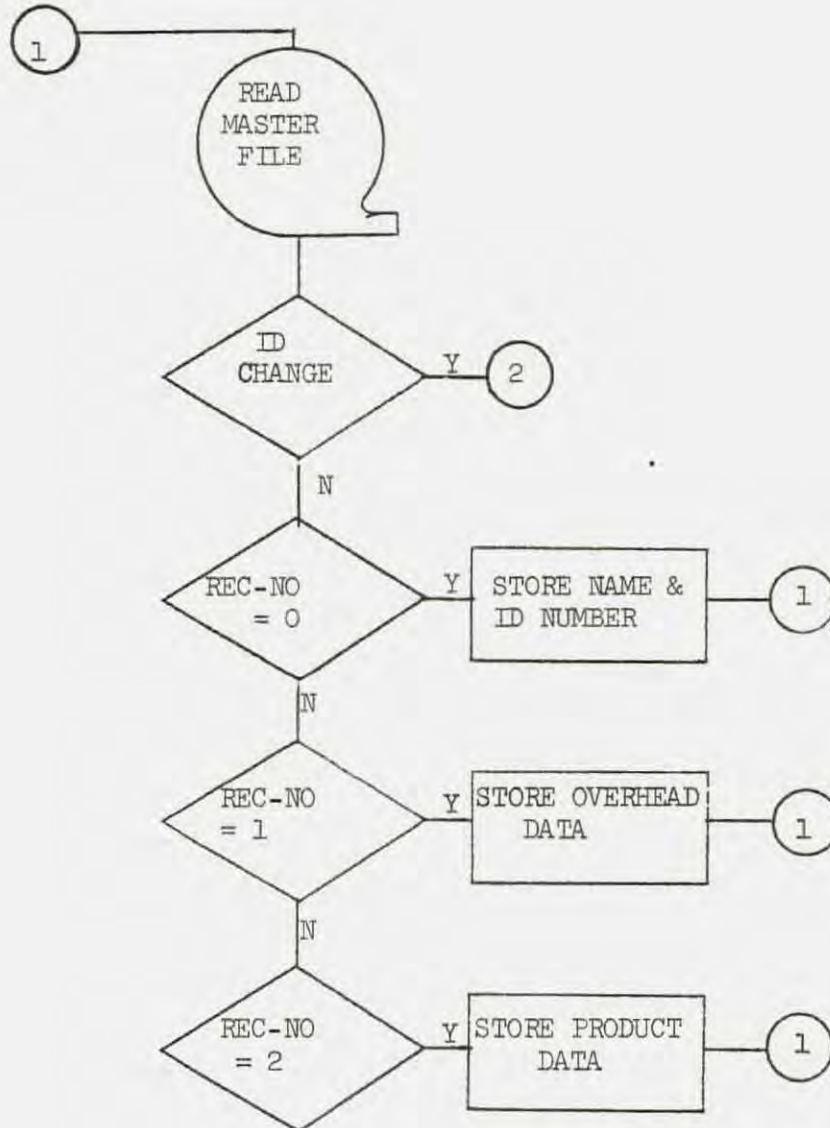
The third program calculates and reports overall productivity indices by agency or by function. It also presents grand totals. Program logic is shown in exhibit G-3.

FLOW CHART OF PROGRAM 1
WHICH EDITS THE BASIC DATA
AND BUILDS A MASTER FILE

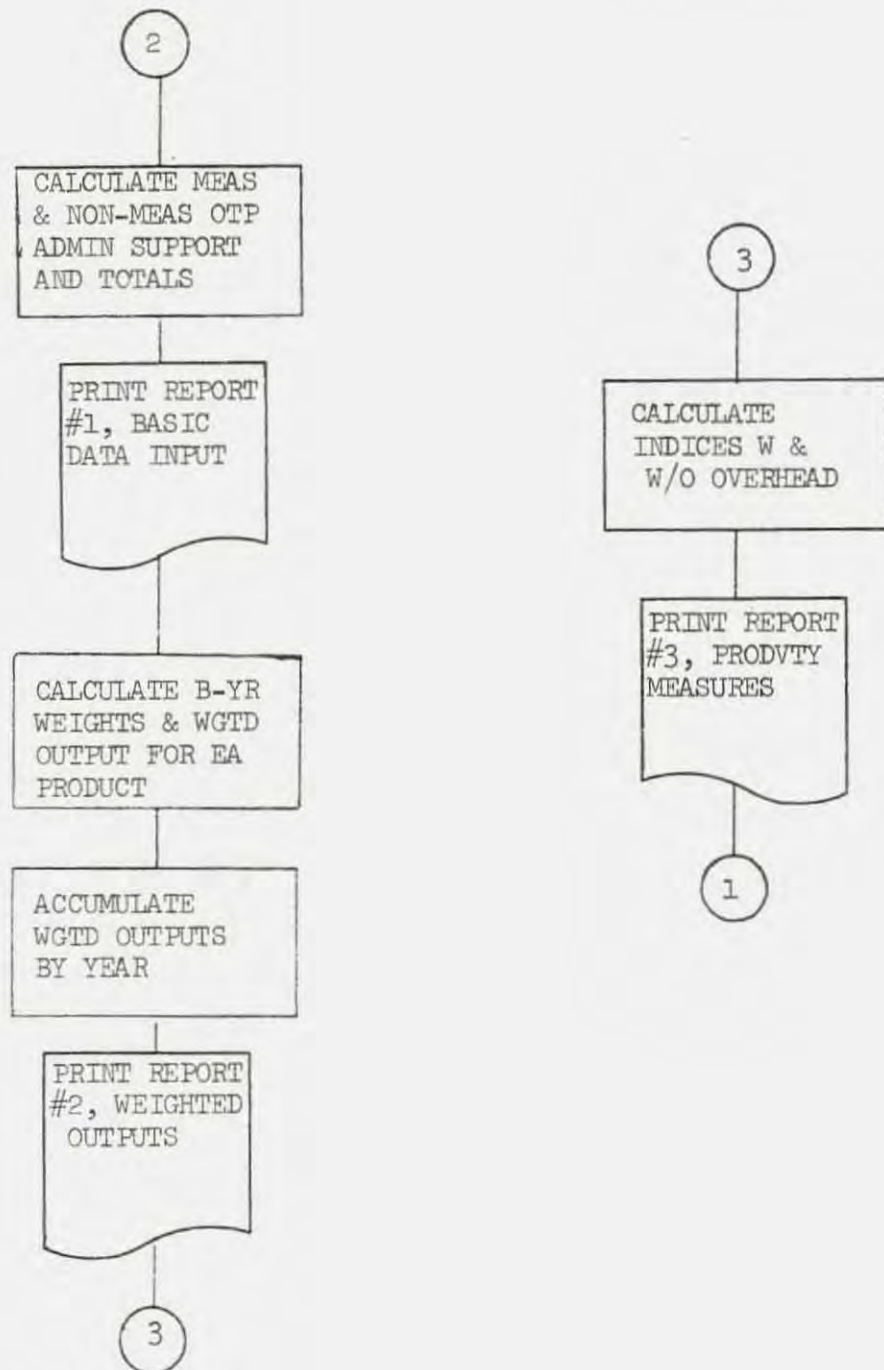


APPENDIX G

FLOW CHART OF PROGRAM 2
WHICH CALCULATES PRODUCTIVITY AND
RELATED INDICES FOR EACH ORGANIZATIONAL ELEMENT AND
PRODUCES THREE REPORTS: (1) BASIC DATA INPUTS,
(2) WEIGHTED OUTPUTS, AND
(3) PRODUCTIVITY AND RELATED MEASURES

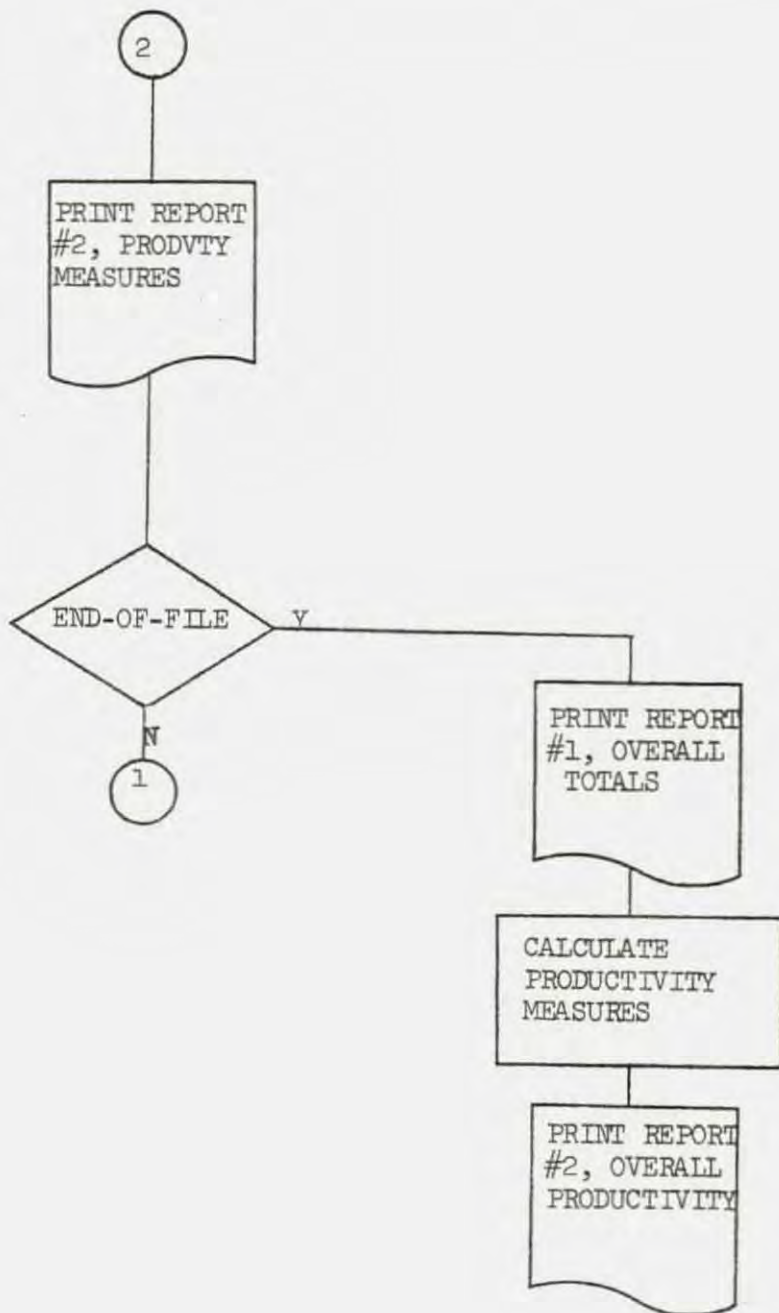


PROGRAM 2 (continued)

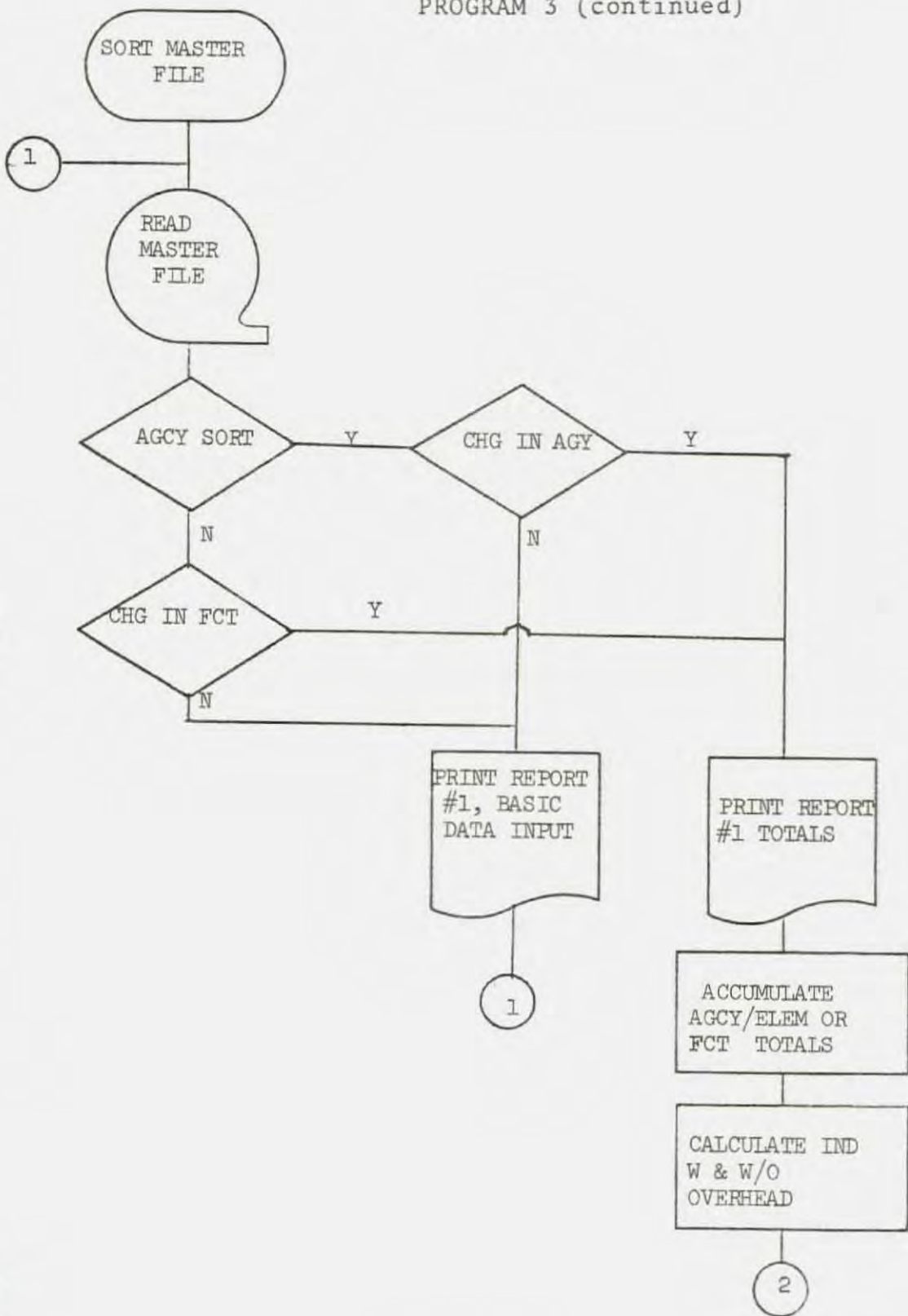


APPENDIX G

FLOW CHART OF PROGRAM 3
WHICH CALCULATES PRODUCTIVITY AND
RELATED INDICES FOR THE TOTAL MEASURED SAMPLE AND
BY MAJOR FUNCTION AND AGENCY



PROGRAM 3 (continued)



APPENDIX H
SAMPLES OF COMPUTER-GENERATED REPORTS

APPENDIX H

AGENCY: (Deleted)

ELEMENT: (Deleted)

BASIC DATA INPUT

NO	PROGRAM DESCRIPTION	YEAR	OUTPUT (000)	MAN-YEARS	WAGES (000)
01	(Deleted)	1967	31.112	576.000	5858.000
02			221246.000	550.000	5232.000
03			18.887	339.000	3124.000
	TOTAL MEASURED OUTPUTS			1465.000	14214.000
	NON-MEASURED OUTPUTS			.000	.000
	ADMIN OR INDIRECT SUPPORT			23.000	210.000
	GRAND TOTALS			1488.000	14424.000

BASIC DATA INPUT

NO	PROGRAM DESCRIPTION	YEAR	OUTPUT (000)	MAN-YEARS	WAGES (000)
01	(Deleted)	1968	28.346	561.000	5916.000
02			227703.000	545.000	5358.000
03			22.612	336.000	3266.000
	TOTAL MEASURED OUTPUTS			1442.000	14540.000
	NON-MEASURED OUTPUTS			.000	.000
	ADMIN OR INDIRECT SUPPORT			23.000	215.000
	GRAND TOTALS			1465.000	14755.000

BASIC DATA INPUT

NO	PROGRAM DESCRIPTION	YEAR	OUTPUT (000)	MAN-YEARS	WAGES (000)
01	(Deleted)	1969	23.409	510.000	6331.000
02			240343.000	519.000	5834.000
03			22.262	319.000	3545.000
	TOTAL MEASURED OUTPUTS			1348.000	15710.000
	NON-MEASURED OUTPUTS			.000	.000
	ADMIN OR INDIRECT SUPPORT			21.000	232.000
	GRAND TOTALS			1369.000	15942.000

BASIC DATA INPUT

NO	PROGRAM DESCRIPTION	YEAR	OUTPUT (000)	MAN-YEARS	WAGES (000)
01	(Deleted)	1970	22.717	509.000	7182.000
02			256342.000	512.000	6500.000
03			21.685	313.000	3910.000
	TOTAL MEASURED OUTPUTS			1334.000	17592.000
	NON-MEASURED OUTPUTS			.000	.000
	ADMIN OR INDIRECT SUPPORT			20.000	250.000
	GRAND TOTALS			1354.000	17842.000

BASIC DATA INPUT

NO	PROGRAM DESCRIPTION	YEAR	OUTPUT (000)	MAN-YEARS	WAGES (000)
01	(Deleted)	1971	22.673	510.000	6959.000
02			256973.000	500.000	6244.000
03			24.471	311.000	3761.000
	TOTAL MEASURED OUTPUTS			1321.000	16964.000
	NON-MEASURED OUTPUTS			.000	.000
	ADMIN OR INDIRECT SUPPORT			21.000	266.000
	GRAND TOTALS			1342.000	17230.000

AGENCY: (Deleted)

ELEMENT: (Deleted)

WEIGHTED OUTPUTS

NO	PROGRAM DESCRIPTION	8-YR WGTs	WEIGHTED OUTPUTS				
			1967	1968	1969	1970	1971
01		18.5137	575.999	524.790	433.221	420.576	419.762
02		.0024	549.796	565.841	597.252	637.009	638.577
03	(Deleted)	17.9488	338.999	405.859	399.577	389.220	439.226
	TOTAL WEIGHTED OUTPUTS		1464.794	1496.490	1430.050	1446.805	1497.565

AGENCY: (Deleted)

ELEMENT: (Deleted)

PRODUCTIVITY MEASURES

	1967	1968	1969	1970	1971
MEASURED OUTPUTS					
DATA					
WEIGHTED OUTPUT	1464.794	1496.490	1430.050	1446.805	1497.565
OUTPUT INDEX (A)	100.000	102.164	97.628	98.772	102.237
MAN-YEARS	1465.000	1442.000	1348.000	1334.000	1321.000
INPUT INDEX-MYR (B)	100.000	98.430	92.014	91.058	90.171
WAGES	14214.000	14540.000	15710.000	17592.000	16964.000
INPUT INDEX-WAGES(C)	100.000	102.294	110.525	123.765	119.347
DEFLATOR-WGS	1.000	1.050	1.131	1.282	1.394
INPUT INDEX-DWGS (D)	100.000	97.423	97.723	96.541	85.615
DEFLATOR-COMP	1.000	1.033	1.083	1.147	1.206
INDEX-COMP (E)	100.000	99.026	102.054	107.903	98.961
CALCULATIONS					
PROD INDEX-MYR (A/B)	100.000	103.794	106.101	108.472	113.381
PROD INDEX-WGS (A/D)	100.000	104.866	99.903	102.311	119.415
COMP/MYR (C/B)	100.000	103.926	120.118	135.919	132.356
REAL COMP/MYR (E/B)	100.000	100.606	110.911	118.499	109.748
UNIT LABOR COST (C/A)	100.000	100.127	113.210	125.304	116.736
UNIT LABOR RQMT (B/A)	100.000	96.345	94.250	92.190	88.198
MEASURED + NON-MEASURED OUTP + SUPPORT					
DATA					
WEIGHTED OUTPUT	1464.794	1496.490	1430.050	1446.805	1497.565
OUTPUT INDEX (A)	100.000	102.164	97.628	98.772	102.237
MAN-YEARS	1488.000	1465.000	1369.000	1354.000	1342.000
INPUT INDEX-MYR (B)	100.000	98.454	92.003	90.995	90.188
WAGES	14424.000	14755.000	15942.000	17842.000	17230.000
INPUT INDEX-WAGES(C)	100.000	102.295	110.524	123.697	119.454
DEFLATOR-WGS	1.000	1.050	1.131	1.282	1.394
INPUT INDEX-DWGS (D)	100.000	97.424	97.722	96.488	85.692
DEFLATOR-COMP	1.000	1.033	1.083	1.147	1.206
INDEX-COMP (E)	100.000	99.027	102.054	107.844	99.050
CALCULATIONS					
PROD INDEX-MYR (A/B)	100.000	103.768	106.114	108.547	113.360
PROD INDEX-WGS (A/D)	100.000	104.865	99.904	102.367	119.308
COMP/MYR (C/B)	100.000	103.901	120.131	135.938	132.450
REAL COMP/MYR (E/B)	100.000	100.582	110.925	118.516	109.826
UNIT LABOR COST (C/A)	100.000	100.128	113.209	125.235	116.840
UNIT LABOR RQMT (B/A)	100.000	96.369	94.238	92.126	88.215

TECHNICAL NOTE ON COMPUTING PROCEDURES

OUTPUT INDICES

As a generalization, output data have been gathered at the highest summary level. The 605 output measures were variously combined by multiplying the output quantities of each output type by its respective 1967 (base year) man-year weight. Output weights express the number of man-years required to produce one thousand units of output in fiscal year 1967 and are computed by dividing total man-years expended to produce each output type by the total number of units produced in thousands. Thus, those outputs requiring more labor time to produce are given more importance by this procedure. Estimated 1967 weights were constructed for those outputs introduced after the base year from current-year output and man-year relationships.

In 12 instances outputs were expressed as dollar values (e.g., the value of material inspected) rather than as physical units. In such cases the "Wholesale Price Index, All Items"¹ was used to adjust current-year values to constant fiscal year 1967 dollars. To do this the price index was converted from a calendar year 1967 base to a fiscal year 1967 base. Constant-dollar output was derived by dividing current-dollar values by the price index each year.

Physical outputs were weighted (multiplied) by fiscal year 1967 man-year weights; when an output was expressed as a value of output. Thus, each output was expressed as a man-year equivalent and therefore could be aggregated as indicated below.

<u>Output quantity</u>		<u>Weight</u>	=	<u>Man-year equivalents (weighted output)</u>
Units	X	$\frac{\text{man-years}}{\text{units}}$	=	man-years
Deflated dollars	X	$\frac{\text{man-years}}{1967 \text{ dollars}}$	=	man-years
		Total		<u>man-years</u>

¹Published by BLS, Department of Labor.

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The 1967 weighted-physical and weighted constant-dollar outputs were summed each year and were indexed to a 1967 base by dividing the current-year aggregate by the 1967 aggregate.

INPUT INDICES

For each type of output, the yearly number of direct man-years and compensation (wages and fringe benefits) by output were collected. In addition, the man-years and compensation dollars associated with an organization's nonmeasured outputs and its administrative-indirect support activities were collected for each year. Indices of direct man-years, total man-years, direct compensation, and total compensation were constructed simply by aggregating the appropriate data and by dividing the current-year aggregates by their respective 1967 aggregates.

Two price deflators were used in calculating constant-dollar compensation indices. The "Consumer Price Index, All Items"¹ was rebased to fiscal year 1967 equals 100 (see exhibit I-1) and was used to derive measures of real compensation. By removing the effects of inflation from wages and fringe benefits, the resulting series represents the real gains of workers.

An unpublished deflator for Federal general Government employee compensation² which measures salary and fringe-benefit increases relative to fiscal year 1967 (see exhibit I-1) also was applied to the compensation data. When an index of current-dollar compensation is divided by this deflator, the resultant index essentially is an expression

¹Published by BLS, Department of Labor.

²Constructed by the Bureau of Economic Analysis, (BEA) Department of Commerce.

of man-years.¹ The purpose of constructing this series was to establish validation of the man-year data. The man-year index series and the deflated (BEA deflator) compensation series usually were very similar. Some variation between both series was expected for several reasons; one was the fact that the deflator does not measure shifts among grade levels.

Exhibit I-1

Price Deflators Used in the Construction
of Productivity and Related Indices

	Fiscal year				
	1967	1968	1969	1970	1971
"Wholesale Price Index, All Items" (BLS)	100.0	101.0	104.2	108.7	112.0
"Consumer Price Index, All Items" (BLS)	100.0	103.3	108.3	114.7	120.6
Compensation deflator (BEA)	100.0	105.0	113.1	128.2	139.4

OUTPUT AND INPUT LINKING ADJUSTMENTS

If output, man-year, and compensation data were available each year for all organizations participating in the study, adjustments would not be required. However, slightly more than 20 percent of the organizations were unable to provide data as far back as fiscal year 1967; six organizations were able to start in 1968 (representing 17,100 man-years), 10 organizations in 1969 (64,600 man-years), and seven organizations in 1970 (6,600 man-years). Simply adding

¹This can be expressed algebraically as:

$$\begin{array}{rcccl}
 \text{compensation} & & \text{price} & & \text{man-year} \\
 \text{index} & \div & \text{index} & = & \text{index} \\
 \frac{P_1 Q_1}{P_0 Q_0} & \div & \frac{P_1 Q_0}{P_0 Q_0} & = & \frac{P_1 Q_1}{P_1 Q_0} \quad \text{(current} \\
 & & & & \text{weighted man-} \\
 & & & & \text{year index)}
 \end{array}$$

where "P" = average wage rate and fringe benefits per man-year,
 "Q" = man-years,
 "1" = current year, and
 "0" = base year.

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these new quantities to the existing information base would distort the base and subsequent index computations. Consequently, as additional data on output, man-years, and compensation became available, they were linked to the existing respective data series. The linking adjustment can be best explained by the example in exhibit I-2 below.

Exhibit I-2

Example of a Linking Adjustment (note a)

	Year			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
Organization A	50	60	65	70
Organization B	20	20	25	30
Organization C	-	10	15	20
Organization D	-	-	20	20
Method I (incorrect):				
Aggregates				
A+B+C+D	70	90	125	140
Index	100.0	128.6	178.6	200.0
Method II (correct):				
Aggregates:				
A+B	70	80		
A+B+C		90	105	
A+B+C+D			125	140
Indices:				
A+B	100.0	114.3	(14.3% increase)	
A+B+C		100.0	116.7 (16.7% increase)	
A+B+C+D			100.0 112.0 (12.0% increase)	
Total index	100.0	114.3	133.4	149.4

^aQuantities represent weighted outputs, man-years, or compensation.

In this example the quantity data represent weighted outputs, man-years, or compensation. Data for organizations A and B were available for the entire time period, while data for organization C became available in year 2 and for organization D in year 3.

Method I (incorrect) simply involves aggregating and indexing all data. The distortions that occur are particularly clear when year 4 is compared with year 1. The index for year 4 not only reflects the quantity increases of organizations A and B but also includes organizations C and D which did not appear in year 1. Thus, unlike sample sizes are incorrectly compared.

Method II (correct) compares similar sample sizes by incorporating new data 1 year after they become available and by relating the results to the previous year. To derive an index for the entire time period, the percent change of each 2-year set of data is applied (multiplied) to the percent change of the previous set of data.

The linking adjustment was employed only when data for entire organizations became available after 1967, although theoretically this adjustment should have been used when any output was introduced or deleted after the base period. However, the project team generally agreed that the time and effort spent would far outweigh any gains in accuracy achieved by employing the additional refinement.

SAMPLE-SIZE ADJUSTMENTS

Seven organizations were unable to provide any data on compensation. When indices of compensation per man-year, real compensation per man-year, unit labor costs, and productivity per deflated compensation were derived, results would have been distorted if adjustments had not been made since the measured sample for compensation was smaller than the sample for output and man-years. Consequently, output and man-year data were adjusted to exclude those organizations unable to report compensation. However, it was not necessary to make any adjustments when deriving indices of output per man-year or unit labor requirements since the sample size for output and man-years were identical.

PRODUCTIVITY INDICES AND RELATED MEASURES¹

Indices of output per man-year have been constructed for the following categories:

1. Three broad functional activities of Government (public services, support services, and industrial activities).

¹Detailed indices by year appear in appendix L.

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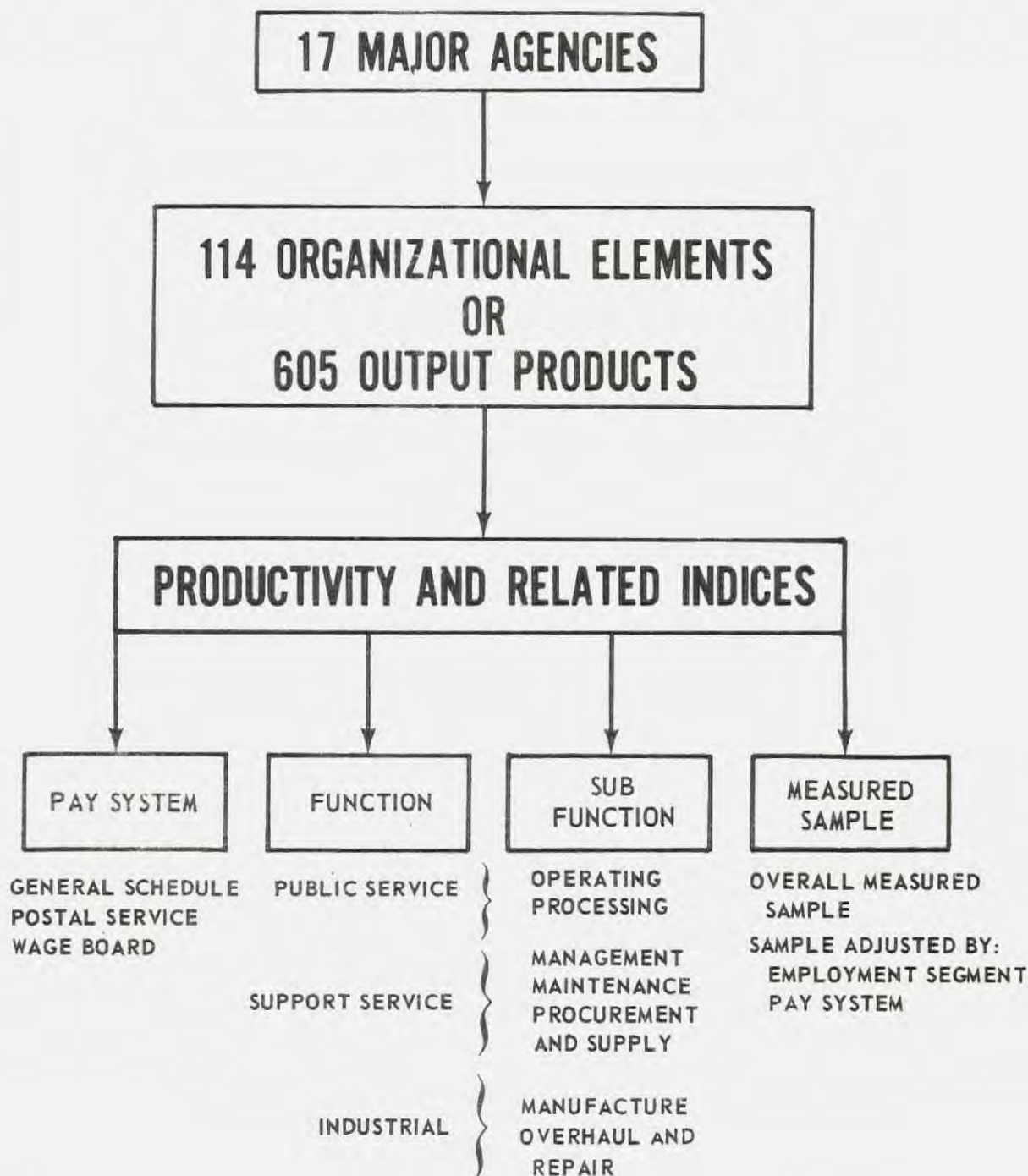
2. Three major pay system classifications (general schedule, postal, and wage board).
3. Seven subfunctional activities (e.g., operating services, manufacturing, and procurement and/or supply).
4. Six subfunctional activities further categorizing the public services function (e.g., hospital services and protection activities).
5. The measured sample.
6. The measured sample adjusted to the level of the executive branch.

As described in chapter II, the basis for determining the classification of each organization was the activity associated with the largest number of reported man-years. A schematic representation of these categories is shown in exhibit I-3 on the following page. For many of these categories, other indices also were computed.

Generally, a set of 12 indices was constructed for each category; five were based directly on the data supplied by the participating organizations, and seven were constructed by dividing one of these five indices by another. In every case, fiscal year 1967 equals 100 and each succeeding year measures the percent change of that year relative to fiscal year 1967. The 12 indices are defined below.

1. Output (A) measures weighted outputs.
2. Man-years (B) measures total man-years of an organization, including the man-years associated with non-measured and administrative support activities.
3. Compensation (C) measures current-dollar wages and fringe benefits.
4. Deflated compensation (D) is constructed by dividing the compensation index (C) by the unpublished BEA deflator for Federal general Government employee compensation (which measures wage-rate changes). Conceptually, the resultant index measures expended man-years.
5. Real compensation (E) is constructed by dividing the compensation index (C) by the "Consumer Price Index, All Items." The resultant index measures the real gains of all employees by removing the effects of inflation.

SCHEMATIC REPRESENTATION OF INDEX CATEGORIES



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6. Man-year productivity (A/B) is constructed by dividing the weighted-output index by the man-year index.
7. Deflated compensation productivity (A/D) is constructed by dividing the weighted-output index by the deflated-compensation index. Conceptually, this index is identical to the productivity index constructed from man-year data. Differences between the two series are caused by such factors as shifts among grade levels, premium pay differentials, different sources for the collection of man-year and compensation data, and the methods used to construct the compensation deflator.
8. Compensation per man-year (C/B) measures current-dollar wages and fringe benefits (money income) per man-year.
9. Real compensation per man-year (E/B) measures constant-dollar wages and fringe benefits (real income) per man-year.
10. Unit labor cost (C/A) measures current-dollar labor cost per average unit of output.
11. Unit labor requirement (B/A) measures total man-years required to produce an average unit of output.
12. Real unit labor costs (D/A) measures deflated (constant dollar) labor cost per average unit of output. Conceptually, this index is identical to the unit labor requirement index. Differences between the two series are caused by those factors described under number 7 above.

Examples of computer generated reports are found in appendix H.

ALTERNATE METHODS OF COMPUTING OVERALL INDICES OF THE MEASURED SAMPLE

Indices for the measured sample were developed by aggregating data on the weighted outputs, total man-years, and compensation dollars of 114 organizations. For the purpose of experimentation, two other approaches were employed; the measured sample was adjusted to reflect the data in proportion to major employment segments and in proportion to major pay systems. In each instance the resultant productivity trends were similar to, but greater than, the trend for the measured sample. (See chapter IV). These two approaches are discussed below, however additional refinements are needed.

Method I--Major Employment Segment Weights

One approach for developing overall indices was to weight each major Federal segment by relative employment weights. For this purpose, indices for the Postal Service, the Department of Defense¹(civilian), and other civilian agencies were constructed¹ and then combined with current-year relative employment weights. The weights were based on each segment's importance to total Federal employment. For example, the Postal Service accounts for 46 percent of the man-years in the measured sample, but only 27 percent of Federal civilian employees work for it. Data on total Federal employment were available from CSC publications. Exhibit I-4 shows the fiscal year 1971 relationships of each of the three major segments in the measured sample and the total Federal civilian executive branch. Exhibit I-5 indicates the percent distribution of employment (weighting structure) for each major segment.

Method II--Pay System Weights

An alternate method based on the three major pay systems--general schedule, Postal Service, and wage board--also was computed. However, since the agency data did not precisely distinguish between wage board and general schedule employees in all cases, this method probably is not as accurate as the major segment approach. Data on total Federal employment by pay system were available from CSC publications. The relationships of each major pay system in the

¹Although indices for the Postal Service and the Department of Defense have been constructed, they will not be published. This is in line with the ground rules established by the steering committee for nondisclosure of agency or organization indices.

Exhibit I-4

Percent Distribution of Major Employment Segments
Fiscal Year 1971

	<u>Percent within the measured sample</u>	Percent within the executive branch (United States only) (note a)
Postal Service	46	27
Department of De- fense	25	38
Other civilian agencies	<u>29</u>	<u>35</u>
Total	<u>100</u>	<u>100</u>

^aBased on data from CSC.

Exhibit I-5

Percent Distribution of Employment by Major Segment
in the Federal Executive Branch
Fiscal Years 1967 to 1971 (as of June 30)

	<u>Percent for fiscal year (note a)</u>				
	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Postal Service	26.2	26.2	26.3	27.1	27.1
Department of Defense	41.5	41.2	41.6	39.1	37.9
Other civilian agencies	<u>32.3</u>	<u>32.6</u>	<u>32.1</u>	<u>33.8</u>	<u>35.0</u>
Total	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>

^aBased on data from CSC.

measured sample and in the total executive branch are indicated in exhibit I-6.

Exhibit I-6

Percent Distribution of Major Pay Systems
Fiscal Year 1971

	<u>Percent within the measured sample</u>	Percent within the executive branch (United States only) (note a)
General schedule	38	49
Wage board	16	24
Postal Service	<u>46</u>	<u>27</u>
Total	<u>100</u>	<u>100</u>

^aBased on data from CSC.

EXAMPLES OF PRODUCTIVITY INDEX COMPUTATION

Computational procedures for deriving productivity indices are quite simple. Several cases are presented below to show variations of approach.

Case I--Single Output

For a single output the productivity ratio (units per input) for any year is computed by dividing the output quantity by the resources used (man-years, man-hours, or wage dollars). The productivity index is calculated by dividing the productivity ratio of the year being considered by the productivity ratio of the year selected as the reference base.¹ When the result is multiplied by 100, the answer is expressed as a percent. To better understand the computational procedures, consider the following hypothetical data.

	Output (units)	Input (<u>man-years</u>)	Productivity ratio (units/ <u>man-year</u>)
Fiscal year 1967 output A (base year)	60	40	1.50
Fiscal year 1971 output A	80	50	1.60

¹By definition the base-year productivity index equals 100.

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The productivity index for fiscal year 1971 relative to a fiscal year 1967 base year is 1.60 divided by 1.50 multiplied by 100, or 106.7.

Case II--Multiple Outputs

For multiple outputs the methodology must be modified to account for different output types. Consider the following data containing two different outputs.

	<u>Output</u> (units)	<u>Input</u> (man- years)	<u>Base-year</u> <u>weight</u> (man-year/ units)	<u>Weighted</u> <u>output</u> (man-year equiv- alents)
Fiscal year 1967 (base year):				
Output A	60	30	0.50	30
Output B	40	<u>10</u>	0.25	<u>10</u>
Total		<u>40</u>		<u>40</u>
Fiscal year 1971:				
Output A	80	30	0.50	40
Output B	60	<u>10</u>	0.25	<u>15</u>
Total		<u>40</u>		<u>55</u>

To compute the productivity index, the following steps are taken.

1. Determine the base-year weight for each output (30 man-years divided by 60 units equals 0.50 man-years per unit A; 10 man-years divided by 40 units equals 0.25 man-years per unit B).
2. Compute the weighted output by multiplying each output type by its respective base-year weight.
3. Compute the productivity index by dividing the sum of the weighted outputs for each year by the total input. For fiscal year 1967, 30 plus 10 equals 40; 40 (weighted output) divided by 40 (input) multiplied by 100 equals 100.0. The productivity index for fiscal year 1971 is computed in the same manner: 40 plus 15 equals 55; 55 (weighted output) divided by 40 (input) multiplied by 100 equals 137.5.

Case III--Single Output with Administrative Support

In a situation where administrative support man-years are expended for which the outputs are not measurable, the procedures are further revised. Consider the following data (administrative man-year costs have been added to the case I example).

	Output (units)	Input (man-years)
Fiscal year 1967 (base year):		
Output A	60	40
Administrative effort	-	<u>10</u>
Total	<u>60</u>	<u>50</u>
Fiscal year 1971:		
Output A	80	50
Administrative effort	-	<u>10</u>
Total	<u>80</u>	<u>60</u>

In this example total man-years are related to the measured output. Thus, the productivity ratio in fiscal year 1967 equals 1.20 (60 units divided by 50 man-years) and the productivity ratio in fiscal year 1971 equals 1.33 (80 units divided by 60 man-years). The productivity index for fiscal year 1971 relative to fiscal year 1967 is 110.8 (1.33 divided by 1.20 multiplied by 100).

An alternate approach using base-year weights as in case II can be taken. However, in deriving the weight for output A, only the man-years directly associated in the production of output A are used. The weighted output is divided by total man-years each year to compute the productivity index.

General note. In each of the three examples, an alternate procedure could be employed. A weighted-output index series and an input index series could be constructed. The productivity index would be computed by dividing the output index by the input index for each year. Using the data from case III, the weighted output index would be 100.0 in fiscal year 1967 and 133.3 in fiscal year 1971. The input index would be 100.0 in fiscal year 1967 and 120.0 in fiscal year 1971. The productivity index for fiscal year 1967 would be 100.0 (output) divided by 100.0 (input) multiplied by 100 equals 100.0. In fiscal year 1971 it would be 133.3 (output) divided by 120.0 (input) multiplied by 100 equals 110.8.

APPENDIX J

OVERALL SEGMENT AND FUNCTIONAL INDICES

APPENDIX J

DETAILED INDICES, FISCAL YEARS 1967-1971

MEASURED SAMPLE

Indices		Fiscal year				
		1967	1968	1969	1970	1971
Weighted Output	(A)	100.0	103.7	106.5	109.1	110.3
Man-Years	(B)	100.0	103.1	104.4	103.9	102.5
Compensation	(C)	100.0	107.7	117.3	129.6	143.7
Deflated Compensation	(D)	100.0	102.5	103.7	101.1	103.1
Real Compensation	(E)	100.0	104.2	108.3	113.0	119.1
Man-Year Productivity	(A+B)	100.0	100.6	102.0	104.9	107.7
Deflated Compensation Productivity	(A+D)*	100.0	101.1	102.7	108.2	107.7
Compensation per Man-Year	(C+B)*	100.0	104.4	112.3	124.5	139.6
Real Compensation per Man-Year	(E+B)*	100.0	101.1	103.7	108.6	115.8
Unit Labor Cost	(C+A)*	100.0	103.9	110.1	118.5	129.5
Unit Labor Requirement	(B+A)	100.0	99.4	98.0	95.3	92.9
"Real" Unit Labor Cost	(D+A)*	100.0	98.9	97.4	92.5	92.9

ADJUSTED MEASURED SAMPLE BASED ON MAJOR

EMPLOYMENT SEGMENTS

Indices		Fiscal Year				
		1967	1968	1969	1970	1971
Weighted Output	(A)	100.0	105.0	107.6	109.4	110.1
Man-Years	(B)	100.0	103.0	104.2	102.9	101.3
Compensation	(C)	100.0	107.4	116.7	128.6	141.2
Deflated Compensation	(D)	100.0	102.4	103.2	100.3	101.2
Real Compensation	(E)	100.0	104.1	107.8	112.2	117.0
Man-Year Productivity	(A+B)	100.0	101.8	103.4	106.4	108.8
Deflated Compensation Productivity	(A+D)*	100.0	102.6	104.3	109.5	109.8
Compensation per Man-Year	(C+B)*	100.0	104.2	112.1	124.9	138.8
Real Compensation per Man-Year	(E+B)*	100.0	100.9	103.6	108.8	115.1
Unit Labor Cost	(C+A)*	100.0	102.5	108.5	117.2	127.2
Unit Labor Requirement	(B+A)	100.0	98.3	96.9	94.1	92.0
"Real" Unit Labor Cost	(D+A)*	100.0	97.5	96.0	91.3	91.3

ADJUSTED MEASURED SAMPLE

BASED ON

MAJOR PAY SYSTEMS

Indices		Fiscal year				
		1967	1968	1969	1970	1971
Weighted Output	(A)	100.0	105.3	108.4	110.0	110.9
Man-Years	(B)	100.0	103.2	104.2	102.9	101.0
Compensation	(C)	100.0	107.2	116.5	128.2	140.7
Deflated Compensation	(D)	100.0	102.1	103.0	100.0	100.9
Real Compensation	(E)	100.0	103.7	107.5	111.8	116.4
Man-Year Productivity	(A+B)	100.0	102.0	104.0	106.9	109.7
Deflated Compensation Productivity	(A+D)*	100.0	103.1	105.3	110.0	109.9
Compensation per Man-Year	(C+B)*	100.0	103.8	111.8	124.6	139.2
Real Compensation per Man-Year	(E+B)*	100.0	100.5	103.2	108.7	115.2
Unit Labor Cost	(C+A)*	100.0	101.8	107.4	116.6	126.9
Unit Labor Requirement	(B+A)	100.0	98.1	96.1	93.5	91.1
"Real" Unit Labor Cost	(D+A)*	100.0	97.0	95.0	90.9	91.0

*Sample size used in the computation is dependent upon the number of elements submitting compensation data.

PUBLIC SERVICES

Indices	Fiscal year				
	1967	1968	1969	1970	1971
Weighted Output (A)	100.0	102.5	105.8	109.2	111.6
Man-Years (B)	100.0	102.4	104.1	105.4	106.2
Compensation (C)	100.0	107.9	117.4	131.6	149.0
Deflated Compensation (D)	100.0	102.8	103.8	102.7	106.9
Real Compensation (E)	100.0	104.5	108.4	114.7	123.6
Man-Year Productivity (A+B)	100.0	100.1	101.7	103.6	105.1
Deflated Compensation Productivity (A+D)*	100.0	99.7	101.9	106.3	104.3
Compensation per Man-Year (C+B)*	100.0	105.4	112.9	124.9	140.4
Real Compensation per Man-Year (E+B)*	100.0	102.0	104.2	108.9	116.4
Unit Labor Cost (C+A)*	100.0	105.3	111.0	120.6	133.7
Unit Labor Requirement (B+A)	100.0	99.9	98.3	96.5	95.2
"Real" Unit Labor Cost (D+A)*	100.0	100.3	98.1	94.1	95.9

SUPPORT SERVICES

Indices	Fiscal year				
	1967	1968	1969	1970	1971
Weighted Output (A)	100.0	108.1	104.5	106.8	105.4
Man-Years (B)	100.0	105.1	103.9	99.3	92.8
Compensation (C)	100.0	106.4	114.5	121.3	124.6
Deflated Compensation (D)	100.0	101.3	101.2	94.6	89.4
Real Compensation (E)	100.0	103.0	105.7	105.7	103.3
Man-Year Productivity (A+B)	100.0	102.9	100.5	107.6	113.6
Deflated Compensation Productivity (A+D)*	100.0	106.8	103.3	113.0	118.1
Compensation per Man-Year (C+B)*	100.0	101.2	110.1	122.0	134.1
Real Compensation per Man-Year (E+B)*	100.0	98.0	101.6	106.4	111.2
Unit Labor Cost (C+A)*	100.0	98.3	109.5	113.5	118.1
Unit Labor Requirement (B+A)	100.0	97.2	99.5	93.0	88.1
"Real" Unit Labor Cost (D+A)*	100.0	93.6	96.8	88.5	84.7

INDUSTRIAL ACTIVITIES

Indices	Fiscal year				
	1967	1968	1969	1970	1971
Weighted Output (A)	100.0	105.9	131.0	123.9	118.1
Man-Years (B)	100.0	104.8	110.1	104.3	95.8
Compensation (C)	100.0	108.4	124.0	131.5	141.0
Deflated Compensation (D)	100.0	103.3	109.6	102.6	101.2
Real Compensation (E)	100.0	105.0	114.5	114.6	116.9
Man-Year Productivity (A+B)	100.0	101.1	119.0	118.8	123.3
Deflated Compensation Productivity (A+D)*	100.0	102.5	119.5	123.2	127.2
Compensation per Man-Year (C+B)*	100.0	103.5	112.6	125.3	141.5
Real Compensation per Man-Year (E+B)*	100.0	100.2	103.9	109.2	117.3
Unit Labor Cost (C+A)*	100.0	102.4	94.6	104.1	109.6
Unit Labor Requirement (B+A)	100.0	99.0	84.0	84.2	81.1
"Real" Unit Labor Cost (D+A)*	100.0	97.5	83.6	81.2	78.6

*Sample size used in the computation is dependent upon the number of elements submitting compensation data.

APPENDIX J

GENERAL SCHEDULE

Indices	Fiscal year				
	1967	1968	1969	1970	1971
Weighted Output (A)	100.0	104.7	106.1	109.3	108.1
Man-Years (B)	100.0	102.4	102.5	102.0	102.1
Compensation (C)	100.0	107.9	116.5	131.1	143.4
Deflated Compensation (D)	100.0	102.8	103.0	102.3	102.9
Real Compensation (E)	100.0	104.4	107.5	114.3	118.9
Man-Year Productivity (A+B)	100.0	102.2	103.5	107.1	105.8
Deflated Compensation Productivity (A+D)*	100.0	101.8	103.0	106.9	104.8
Compensation per Man-Year (C+B)*	100.0	105.3	113.7	128.6	140.5
Real Compensation per Man-Year (E+B)*	100.0	102.0	105.0	112.1	116.5
Unit Labor Cost (C+A)*	100.0	103.1	109.8	120.0	133.0
Unit Labor Requirement (B+A)	100.0	97.8	96.6	93.4	94.5
"Real" Unit Labor Cost (D+A)*	100.0	98.2	97.1	93.6	95.4

WAGE BOARD

Indices	Fiscal year				
	1967	1968	1969	1970	1971
Weighted Output (A)	100.0	109.6	115.8	113.1	116.4
Man-Years (B)	100.0	104.8	105.9	100.0	92.4
Compensation (C)	100.0	105.0	114.1	119.4	125.0
Deflated Compensation (D)	100.0	100.0	100.9	93.2	89.6
Real Compensation (E)	100.0	101.6	105.4	104.1	103.6
Man-Year Productivity (A+B)	100.0	104.6	109.4	113.1	126.0
Deflated Compensation Productivity (A+D)*	100.0	109.6	114.8	122.6	135.3
Compensation per Man-Year (C+B)*	100.0	100.2	107.7	119.3	133.6
Real Compensation per Man-Year (E+B)*	100.0	97.0	99.5	104.0	110.8
Unit Labor Cost (C+A)*	100.0	95.8	98.5	104.6	103.0
Unit Labor Requirement (B+A)	100.0	95.6	91.4	88.4	79.4
"Real" Unit Labor Cost (D+A)*	100.0	91.2	87.1	81.6	73.9

*Sample size used in the computation is dependent upon the number of elements submitting compensation data.

SUBFUNCTIONAL INDICES
Public Services--Alternate I

OPERATING FACILITIES

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Weighted output	100.0	102.4	105.4	108.1	109.9
Man-years	100.0	102.2	104.4	105.9	106.3
Productivity I	100.0	100.2	100.9	102.0	103.4

PROCESSING ACTIVITIES

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Weighted output	100.0	103.6	108.7	115.6	121.4
Man-years	100.0	103.5	102.4	102.6	105.3
Productivity Index	100.0	100.1	106.1	112.7	115.3

SUBFUNCTIONAL INDICES
Public Services--Alternate II

HEALTH SERVICES

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Output	100.0	104.6	105.8	104.7	103.5
Input (man-years)	100.0	99.6	100.2	99.7	102.3
Productivity	100.0	105.0	105.6	105.0	101.2

INFORMATION SERVICES

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Output	100.0	101.8	113.7	115.2	115.5
Input (man-years)	100.0	107.6	111.2	114.4	119.8
Productivity	100.0	94.6	102.2	100.7	96.4

PUBLIC INSURANCE

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Output	100.0	107.5	112.5	118.1	128.4
Input (man-years)	100.0	106.4	106.4	105.8	109.6
Productivity	100.0	101.0	105.7	111.6	117.2

PROTECTION

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Output	100.0	102.4	109.1	119.0	123.0
Input (man-years)	100.0	104.5	99.5	102.8	104.5
Productivity	100.0	98.0	109.6	115.8	117.7

PUBLIC ASSISTANCE

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Output	100.0	101.2	104.3	114.6	121.2
Input (man-years)	100.0	101.9	99.0	102.4	109.0
Productivity	100.0	99.3	105.4	111.9	111.9

EDUCATION, RECREATION, CONSERVATION

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Output	100.0	104.1	107.1	108.0	109.0
Input (man-years)	100.0	100.6	102.2	103.0	102.8
Productivity	100.0	105.0	105.6	105.0	101.2

APPENDIX J

SUBFUNCTIONAL INDICES
Support Services

MANAGEMENT

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Weighted Output	100.0	116.3	103.3	111.9	98.2
Man-years	100.0	114.1	113.2	99.7	93.1
Productivity	100.0	101.9	91.3	112.6	105.4

PROCUREMENT AND SUPPLY

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Weighted Output	100.0	107.4	107.6	102.3	93.0
Man-years	100.0	101.3	101.5	96.8	89.0
Productivity	100.0	106.0	106.1	105.7	104.5

MAINTENANCE

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Weighted Output	100.0	105.1	101.2	111.4	128.4
Man-years	100.0	107.3	103.8	104.3	100.5
Productivity	100.0	98.0	97.5	106.8	127.8

SUBFUNCTIONAL INDICES
Industrial Activity

MAJOR OVERHAUL AND REPAIR

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Weighted Output	100.0	102.8	134.3	122.9	113.4
Man-years	100.0	104.4	109.9	102.2	93.1
Productivity	100.0	98.4	122.2	120.3	121.8

MANUFACTURING

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>
Weighted Output	100.0	113.0	123.3	133.3	143.8
Man-years	100.0	106.8	111.3	117.1	111.6
Productivity	100.0	105.8	110.8	113.9	128.8

YEAR TO YEAR PERCENT CHANGE AND AVERAGE ANNUAL
RATE OF CHANGE FOR OUTPUT, MAN-YEAR, AND PRODUCTIVITY INDICES
FISCAL YEARS 1967-71

	FY 1967-68	FY 1968-69	FY 1969-70	FY 1970-71	Average annual rate of change FY 1967-71
<u>MEASURED SAMPLE</u>					
Output	3.7	2.7	2.4	1.1	2.5
Man-years	3.1	1.3	-0.5	-1.3	0.6
Productivity	0.6	1.4	2.8	2.7	1.9
<u>ADJUSTED MEASURED SAM- PLE BASED ON MAJOR EMPLOYMENT SEGMENTS</u>					
Output	5.0	2.5	1.7	0.6	2.4
Man-years	3.0	1.2	-1.2	-1.6	0.3
Productivity	1.8	1.6	2.9	2.3	2.1
<u>ADJUSTED MEASURED SAM- PLE BASED ON MAJOR PAY SYSTEMS</u>					
Output	5.3	2.9	1.5	0.8	2.6
Man-years	3.2	1.0	-1.2	-1.8	0.3
Productivity	2.0	2.0	2.8	2.6	2.3
- - - - -					
<u>GENERAL SCHEDULE</u>					
Output	4.7	1.3	3.0	-1.1	2.0
Man-years	2.4	0.1	-0.5	0.1	0.5
Productivity	2.2	1.3	3.5	-1.2	1.4
<u>WAGE BOARD</u>					
Output	9.6	5.7	-2.3	2.9	3.9
Man-years	4.8	1.0	-5.6	-7.6	-2.0
Productivity	4.6	4.6	3.4	11.4	5.9
<u>PUBLIC SERVICES</u>					
Output	2.5	3.2	3.2	2.2	2.8
Man-years	2.4	1.7	1.2	0.8	1.5
Productivity	0.1	1.6	1.9	1.4	1.3
<u>SUPPORT SERVICES</u>					
Output	8.1	-3.3	2.2	-1.3	1.3
Man-years	5.1	-1.1	-4.4	-6.5	-1.9
Productivity	2.9	-2.3	7.1	5.6	3.2
<u>INDUSTRIAL ACTIVITIES</u>					
Output	5.9	23.7	-5.4	-4.7	4.3
Man-years	4.8	5.1	-5.3	-8.1	-1.1
Productivity	1.1	17.7	-0.2	3.8	5.4

APPENDIX K

	FY 1967-68	FY 1968-69	FY 1969-70	FY 1970-71	Average annual rate of change FY 1967-71
<u>SUBFUNCTIONAL INDICES</u>					
<u>Public Services--</u>					
<u>Alternate I</u>					
<u>Operating Facili-</u>					
<u>ties</u>					
Output	2.4	2.9	2.6	1.7	2.4
Man-years	2.2	2.2	1.4	0.4	1.5
Productivity	0.2	0.7	1.1	1.4	0.8
<u>Processing Activ-</u>					
<u>ities</u>					
Output	3.6	4.9	6.3	5.0	5.0
Man-years	3.5	-1.1	0.2	2.6	1.3
Productivity	0.1	6.0	6.2	2.3	3.6
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<u>Public Services--</u>					
<u>Alternate II</u>					
<u>Health Services</u>					
Output	4.6	1.1	-1.0	-1.1	0.9
Man-years	-0.4	0.6	-0.5	2.6	0.6
Productivity	5.0	0.6	-0.6	-3.6	0.3
<u>Information Serv-</u>					
<u>ices</u>					
Output	1.8	11.7	1.3	0.3	3.7
Man-years	7.6	3.3	2.9	4.7	4.6
Productivity	-5.4	8.0	-1.5	-4.3	-0.9
<u>Public Insurance</u>					
Output	7.5	4.7	5.0	8.7	6.4
Man-years	6.4	0.0	-0.6	3.6	2.3
Productivity	1.0	4.7	5.6	5.0	4.0
<u>Protection</u>					
Output	2.4	6.5	9.1	3.4	5.3
Man-years	4.5	-4.8	3.3	1.7	1.1
Productivity	-2.0	11.8	5.7	1.6	4.2
<u>Public Assistance</u>					
Output	1.2	3.1	9.9	5.8	4.9
Man-years	1.9	-2.8	3.4	6.4	2.2
Productivity	-0.7	6.1	6.2	0.0	2.9
<u>Education, Recre-</u>					
<u>ation</u>					
Output	4.1	2.9	0.8	0.9	2.2
Man-years	0.6	1.6	0.8	0.2	0.7
Productivity	5.0	0.6	-0.6	-3.6	0.3
<hr/>					
<u>SUPPORT SERVICES MAN-</u>					
<u>AGEMENT</u>					
Output	16.3	-11.2	8.3	-12.2	-0.5
Man-years	14.1	-0.8	-11.9	-6.6	-1.8
Productivity	1.9	-10.4	23.3	-6.4	1.3

	FY 1967-68	FY 1968-69	FY 1969-70	FY 1970-71	Average annual rate of change FY 1967-71
<u>Procurement and</u>					
<u>Supply</u>					
Output	7.4	0.2	-4.9	-9.1	-1.8
Man-years	1.3	0.2	-4.6	-8.1	-2.9
Productivity	6.0	0.1	-0.4	-1.1	1.1
<u>Maintenance</u>					
Output	5.1	-3.7	10.1	15.3	6.5
Man-years	7.3	-3.3	0.5	-3.6	0.1
Productivity	-2.0	-0.5	9.5	19.7	6.3
<u>INDUSTRIAL ACTIVITY</u>					
<u>Major Overhaul and</u>					
<u>Repair</u>					
Output	2.8	30.6	-8.5	-7.7	3.2
Man-years	4.4	5.3	-7.0	-8.9	-1.8
Productivity	-1.6	24.2	-1.6	1.2	5.1
<u>Manufacturing</u>					
Output	13.0	9.1	8.1	7.9	9.5
Man-years	6.8	4.2	5.2	-4.7	2.8
Productivity	5.8	4.7	2.8	13.1	6.5

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