

**GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE INSPECTOR GENERAL**

**AUDIT OF SELECTED DISTRICT AGENCY
KEY RESULT MEASURES**



**CHARLES J. WILLOUGHBY
INSPECTOR GENERAL**

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Inspector General

Inspector General



March 3, 2006

Robert C. Bobb
Deputy Mayor and City Administrator
Office of the City Administrator
John A. Wilson Building
1350 Pennsylvania Avenue, N.W., Suite 310
Washington, D.C. 20004

Dear Mr. Bobb:

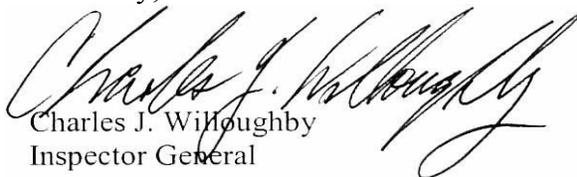
Enclosed is our final report summarizing the results of Phase I of the Office of the Inspector General's (OIG's) Audit of District Agency Key Result Measures (KRM) (OIG-05-1-06MA).

Although there are no recommendations contained in this report, we have discussed our initial observations and comments related to the processes utilized by District agencies for collecting, monitoring, and reporting KRM data with the Director of Strategic Planning and Performance Management. The Director stated that our results confirmed many of the suspected conditions thought to be occurring at District agencies. The Director further stated that our findings, especially those from Phase II, will be of particular interest to the new administration, and will be used to make decisions as to what role performance management will play in the District.

In Phase II, we are verifying the accuracy and reliability of accomplishments for KRMs reported by agencies to the OCA. Phase II began in December 2005. We are issuing individual progress reports as we complete work at an agency, and expect to issue a final consolidated report of our findings in April of 2006.

We appreciate the cooperation extended to our staff during the audit. If you have questions, please contact William J. DiVello, Assistant Inspector General for Audits, at (202) 727-2540.

Sincerely,



Charles J. Willoughby
Inspector General

CJW/cf

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Mr. Robert C. Bobb
March 3, 2006
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AUDIT OF SELECT DISTRICT AGENCY KEY RESULT MEASURES

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EXECUTIVE DIGEST

OVERVIEW

The District of Columbia Office of the Inspector General (OIG) has completed the first phase of a two-part review of District Agency Key Result Measures (KRM)s. The audit was requested by the Office of the City Administrator (OCA). This report summarizes our initial observations and comments regarding systems and processes to record, track, monitor, and report KRM data at 15 District agencies. Additionally, we surveyed ARGUS users about various aspects of the new ARGUS reporting system. For example, we wanted to determine whether ARGUS is able to accurately and timely capture agency data and has sufficient categories for data collection. We also asked users to rate the system for ease of use and to identify what, if any, improvements to the system may be necessary. The results of this questionnaire have been compiled and are included in this report for use by the OCA to make any improvements deemed necessary to the system.

Initially, the objectives of this audit were to determine whether the data contained in ARGUS are: (1) properly and timely entered into the system; and (2) adequately supported and accurate. However, the growing technical problems that eventually led to the suspension of ARGUS made that version of the audit impossible. Consequently, the OIG revised its audit plan to review how agencies monitor their performance data independent of the ARGUS applications. Specifically, we modified our objectives to determine whether agencies are: (1) tracking agreed-to goals approved by the OCA; and (2) maintaining data to adequately support performance measures.

In the second phase, we are verifying the accuracy and reliability of accomplishments for KRM)s reported by agencies to the OCA. Phase II began in December 2005. We are issuing individual progress reports as we complete work at an agency. We expect to issue a final consolidated report of our findings in April of 2006.

CONCLUSIONS

We are pleased to report that during our review at 15 agencies, we found that in most cases, that agencies had:

- identified a central official to report data to the OCA and/or agency management;
- maintained support for KRM)s on a regular (monthly) basis;
- an audit trail for independent verification of accomplishments for each KRM); and
- a system/process to track, monitor, and report KRM accomplishments.

Further, in certain agencies, we were also able to identify that internal reviews of the accuracy and reliability of the data reported were performed by information technology (IT)

EXECUTIVE DIGEST

staff,¹ at the first line manager level, or by the Chief of Staff. Additionally, at certain agencies, the data were centralized for management and prepared in a format that would allow for easy identification of any KRMs that were not being met.

The results of the ARGUS survey showed that, in general, many respondents expressed a positive attitude toward ARGUS. However, almost 50 percent of the respondents reported that they experienced difficulty meeting deadlines or were not able to input monthly data, and 3 rated the “ease of use” (i.e., navigation, input of data, etc.) of ARGUS as “poor.” Of most concern to the OIG were the responses to the questions concerning data reliability and backup. Specifically, it was reported that only 28 percent of the agencies responding to the survey had some type of backup of their agency’s data. Additionally, 20 agencies did not review scorecard data either before or after the data were entered into ARGUS. Controls in these areas are particularly important because they directly impact data security and reliability.

We recognize that the District has made substantial progress in improving its performance management system. The city has undertaken many initiatives, such as implementing performance based budgeting, creating a performance management council, and developing data collection standards, which should assist in improving overall performance management. Notwithstanding this progress, the District must continue to reinforce policies and procedures requiring agency heads to maintain KRM supporting documentation that is readily available when requested by the OCA, its designee, and oversight entities. Internal controls need to be strengthened to ensure an adequate audit trail, that figures are supported, and that supporting documents are retained. Additionally, the District needs to ensure that agencies obtain written approval from the OCA before performance measures and/or targets are modified and when agencies discontinue tracking a measure.

COMMENTS FROM AGENCY OFFICIALS

Although there are no recommendations contained in this report, we have discussed our initial observations and comments related to the processes utilized by District agencies for collecting, monitoring, and reporting KRM data with the Director of Strategic Planning and Performance Management. The Director stated that our results confirmed many of the suspected conditions thought to be occurring at District agencies. The Director further stated that our findings, especially those from Phase II, will be of particular interest to the new administration, and will be used to make decisions as to what role performance management will have in the District.

¹ IT staff verify formulas used to support KRMs or, in some instances, test the accuracy of the numbers generated.

INTRODUCTION

BACKGROUND

As a result of hearings regarding the District of Columbia government's performance in serving its residents, Congress enacted the Federal Payment Reauthorization Act of 1994 (Pub. L. No. 103-373, § 3(a)(12) to provide a disciplined approach to improving the District's performance. The law requires the Mayor to develop and submit a performance accountability plan to Congress by March 1st for all departments, agencies, and programs of the government for the subsequent fiscal year.² The law also requires the Mayor to issue measurable performance goals for the next year and a performance accountability report on the prior year's achievements compared with planned performance. These requirements are codified at D.C. Code §§ 1-204.56a - .56b (LEXIS through D.C. Law 16-15).

In addition to the Mayor's responsibilities, the D.C. Code also requires each District agency to develop and submit to the D.C. Council, concurrent with annual budget submissions, a performance plan that covers all publicly funded agency activities. D.C. Code § 1-614.12(a) (LEXIS through D.C. Law 16-15). D.C. Code § 1-614.13(b) further requires each agency to develop and submit to the Council a performance report that identifies the actual level of performance achieved compared with the prior year's performance goals.

THE ARGUS SYSTEM

ARGUS is an online performance reporting system that was intended to improve the integrity of agency performance data and greatly enhances the District's data analysis capabilities by automating processes and instituting controls. However, due to technical problems with ARGUS, the District is working with agencies to track agency performance data via customized spreadsheets for FY 2005 and FY 2006, until the technical issues surrounding ARGUS are resolved or an alternative application is adopted.

OBJECTIVES, SCOPE, AND METHODOLOGY

The original focus of our audit was to evaluate the accuracy of the data contained in ARGUS. Due to technical problems with ARGUS, we modified our audit objectives to determine whether agencies are: (1) tracking agreed-to-goals approved by the OCA; and (2) maintaining data to adequately support performance measures.

To accomplish our objectives, we held interviews and discussions with selected agencies' management and personnel to gain a general understanding of their respective KRMs. Specifically, we discussed the process at each agency to record, monitor, and report performance measures internally to agency management, and also to the OCA. We also

² The law was subsequently amended in 2000 to change the date of submission from March 1st. (See Pub. L. No. 106-449, § 1(1).)

INTRODUCTION

provided suggestions to improve the processes by which agencies define and accumulate support for their respective KRMs.

Agency selection was determined with input from OCA. OIG auditors made the final selection of 15 agencies, reviewing a total of 202 KRMs in this phase of our review. The audit covered the period of October 1, 2004, to August 31, 2005, and was conducted in accordance with generally accepted government auditing standards.

ROLE OF THE OIG

The OIG, for the past several years, has committed resources to annually auditing District agencies' KRMs. We believe, as does the Executive Office of the Mayor and OCA, that data supporting the reported achievements regarding performance measures need to be validated by an independent source. We will continue to commit resources to this audit until we are able to determine that agencies have established systems that track, monitor, and report performance measure data, and have consistently implemented internal controls to prevent and detect material errors and irregularities in reporting performance measures.

ROLE OF THE OCA

The OCA is responsible for administering the performance measures program on behalf of the Mayor. Agencies are expected to measure performance as described in performance contracts and performance referred to as "scorecard measures." Performance contract requirements establish the Mayor's expectations for each fiscal year and are unique to each agency head. Both planned and actual performance are subsequently reported to the Congress and the City Council as set forth in the D.C. Code.

Division of Strategic Planning and Performance Management

The Strategic Planning and Performance Management Division within the OCA assists in the planning and assessment of how well government works for its citizens. Through various programs and initiatives, the Division:

- coordinates the development of agency strategic business plans with agency directors and deputy mayors, in partnership with the Office of Budget and Planning;
- develops policies for agency data collection, management, and reporting;
- coordinates the development of agency performance accountability reports to the Council and Congress; and
- assists the Mayor and budget staff in evaluating agency director performance against performance contract goals and measures.

INTRODUCTION

In addition, the Strategic Planning and Performance Management Division is a lead partner in the design and implementation of the scorecard component of the Administrative Services Modernization Program budget and the ARGUS initiative.

RESULTS OF THE MOST RECENT OIG PERFORMANCE MEASURE AUDIT

The OIG's FY 2003 Audit of Agency Performance Measures and Key Result Measures, issued June 17, 2004, identified exceptions related to: (1) insufficient data to support results reported to the OCA; and (2) lack of OCA approval or notification of a change in an agency's performance measures.

The audit included tests to verify the reported performance measure results at nine agencies. For the 9 agencies selected for the audit, we tested 47 of their 92 FY 2003 measures. Of the 47 performance measures tested, 28 measures (60 percent) were accurately reported to OCA as indicated by supporting documentation. We could not verify that the performance measures reported to OCA for the remaining 19 measures (40 percent) were accurate because supporting documentation was lacking.

Agencies and the City Administrator generally concurred with our findings and have taken actions to address recommendations made. Actions taken included the establishment and implementation of policies and procedures for tracking and reporting performance measures.

OIG INITIAL OBSERVATIONS AND COMMENTS

<h3>AGENCIES KEY RESULT MEASURES</h3>

SYNOPSIS

The District government's performance measurement system has vastly improved from its beginnings more than 5 years ago. We are pleased to report that during our review at 15 agencies, we found that in most cases, agencies had:

- identified a central official to report data to the OCA and/or agency management;
- maintained support on a regular (monthly) basis;
- an audit trail for independent verification of accomplishments for each KRM; and
- a system/process to track, monitor, and report KRM accomplishments.

Further, in certain agencies, we were also able to identify that internal reviews of the accuracy and reliability of the data reported were performed by information technology (IT) staff, at the first line manager level, or by the Chief of Staff. Additionally, at certain agencies, the data were centralized for management and prepared in a format that would allow for easy identification of any KRMs that were not being met.

DISCUSSION

The performance contracts and scorecards are at the heart of the Mayor's performance management system, which introduces accountability for each agency and employee in order to transform the District government into one that is responsive to its citizens. The Deputy Mayor/City Administrator requested the OIG to conduct spot-checks of the individual measures reported and to audit agencies' data collection practices.

We believe that supervisors' monitoring staff performance is an integral part of the process for tracking and reporting performance measures. ARGUS was implemented to provide a uniform tracking system and also to provide all levels of management, not only within the agency, but also at the Deputy Mayor's level, with a mechanism to monitor agency accomplishments. This visibility is crucial to ensuring that proper attention and resources are available to achieve the measure.

Agency management must establish adequate controls to provide accurate and reliable data. Such controls should ensure, at a minimum, that measures are properly defined and related outputs and demand are identifiable; documentation is maintained to support reported accomplishments; and responsible staff have the necessary resources to achieve the measure. Once these controls are in place, reports need to be prepared and provided to officials at the

OIG INITIAL OBSERVATIONS AND COMMENTS

agency who are empowered to take necessary actions to correct/address any identified problems. These reports should be reviewed on a regular basis so that management will be alerted when measures are not being met and timely action can be taken. Additionally, management should use these reports to evaluate their staffs' performance to ensure that they are working efficiently and effectively and achieving the goals outlined by the agency.

Agencies Not Established in ARGUS

Two agencies we reviewed had not begun to use ARGUS for recording their KRMs - Metropolitan Police Department (MPD) and Department of Insurance, Securities, and Banking (DISB). The OCA confirmed that MPD and DISB had not set up the KRMs for these measures in ARGUS.

We found that the MPD had alternate systems in place to record, monitor, track, and report performance measures, and that controls appeared to be adequate to ensure that performance data were accurate and reliable. However, our review at the DISB found that KRM data were not maintained in a manner that would provide the necessary assurances that data reported were accurate or reliable. Specifically, data were neither formally reported by line managers to supervisors, nor was there evidence that KRMs were monitored to ensure they were being met at the agency. DISB's contact person verbally confirmed that he was familiar with each of the KRMs and that the responsible managers informally reported to him that measures were being met. Further, at the time of our initial meeting, the DISB contact told OIG auditors that he had recently requested data and supporting documentation from responsible line managers, and was in the preliminary stages of designing spreadsheets to record and report KRM data.

Preliminary Results of Agency Internal Controls over KRMs

During our preliminary reviews at District agencies, we asked agency officials to provide a general description of their processes to record, track, and monitor KRMs. Additionally, we asked them to describe any internal controls they had established over data, including the levels of review, their frequency and completeness. We also provided suggestions as to how agencies could improve existing controls and how they may be better able to identify measures that may be more meaningful to their agency and their stakeholders. We stressed the importance of ensuring that internal reviews of their KRM data are conducted. Specifically, we asked if reports were prepared for management so that corrective action could be identified and implemented for any KRM not being met before the end of the fiscal year.

Our objectives were to obtain a general overview of the systems in place, mainly to expedite the more detailed review that will occur when we actually audit final numbers for FY 2005. We also wanted to relay to agency officials the importance of having systems in place at the agency level to ensure that data were supported, timely reported, and reviewed.

OIG INITIAL OBSERVATIONS AND COMMENTS

Table I below contains our initial observations and comments related to processes used by the District agencies we reviewed for collecting, monitoring, and reporting KRM data.

District Agency	Data Accuracy: Did agency maintain support for accomplishments on regular basis?		Data Reliability: Are KRM accomplishments reviewed for accuracy by person independent of measure?		Performance Management: Are reports of KRM accomplishments generated and used by management to monitor, review, or to take action on any unmet accomplishments?	
	Yes	No ¹	Yes	No ¹	Yes	No ¹
Office of Personnel	X			X		X
Metropolitan Police Department	X		X		X	
Office of the Attorney General		X		X		X
Office of Property Management	X		X		X	
Office of Contracting and Procurement	X		X		X	
Department of Employment Services	X		X		X	
Office of Veterans Affairs	X		X		X	
Department of Human Services	X		X		X	
Dept of Insurance, Security, and Banking		X		X		X
State Education Office	X			X	X	
Office of Planning	X			X		X
Department of Parks and Recreation	X		X		X	
Department of Public Works	X		X		X	
Chief Medical Examiner's Office	X		X		X	
Medical Administration Assistance	X		X			X

¹ A “no” indicates that initial agency contacts were unable to verify that documentation was maintained to substantiate the tested condition. In the second phase of this audit, we will follow-up to determine the actual status of these categories.

OIG INITIAL OBSERVATIONS AND COMMENTS

Summary of Results

Our initial assessments at the 15 agencies found that: 2 agencies reported that they did not maintain support for KRMs on a regular basis; 5 did not perform an independent verification as to the accuracy of the data provided by managers; and 5 did not prepare reports for use by management to monitor performance of KRMs. The remaining three agencies met all three conditions (see Table I).

It is our hope that agencies gained useful information with respect to their KRMs from OIG staff, and that they will use information shared regarding their internal processes and systems over performance measures to further improve their internal controls and strengthen their processes to record, track, and monitor performance measures. We want to emphasize that while performance measurement data should be as accurate as possible, the costs of taking additional steps to maintain data should be weighed against the benefits. In our opinion, agency management will improve reporting as their experience with the process increases, especially when independent feedback is made available to them.

Next Steps

In Phase II, we will select a sample of the agencies included in Phase I and perform a detailed audit of their KRMs reported for FY 2005. In that regard, we will obtain and review documentation in support of the accomplishment data reported to the OCA to verify its accuracy and reliability. Phase II is planned to begin in December 2005, after agencies have reported final KRMs to the OCA. We expect a report on our tests of this data to be issued early in calendar year 2006.

OIG INITIAL OBSERVATIONS AND COMMENTS

<h3>ARGUS SURVEY RESULTS</h3>

Growing technical problems have led to the suspension of ARGUS. Currently, the Office of the Chief Technology Officer (OCTO) is evaluating the feasibility of reviving ARGUS Planning for FY 2008 budget development. Before the suspension, the OIG had disseminated, obtained, and reviewed survey results regarding ARGUS. The results of our audit will be useful to management in correcting ARGUS' technical flaws or in developing a similar performance system in its place.

SYNOPSIS

We asked 83 ARGUS Superusers³ (involving 55 agencies) to complete a survey questionnaire regarding select aspects of ARGUS. We received responses from 46 of the 83 (55 percent) ARGUS Superusers identified by the OCA. In general, many respondents provided positive feedback about ARGUS. However, almost 50 percent of the respondents reported that they experienced trouble meeting deadlines or were not able to input monthly data, and 3 respondents rated the "ease of use" (i.e., navigation, input of data, etc.) of ARGUS as "poor." Of most concern to the OIG were the responses to the questions concerning data reliability and backup. Specifically, it was reported that only 28 percent of the agencies responding to the survey had some type of backup of their agencies' data. Additionally, 20 agencies did not review scorecard data either before or after the data were entered into ARGUS. Controls in these areas are particularly important because they directly impact data security and reliability.

In the discussion section below, we have summarized and highlighted potential areas of concern revealed in the survey responses received. It is our hope that the results will be used by the OCA to make improvements to the system and address any user needs or concerns identified. All surveys will be made available to OCA staff for further review.

³ Superusers are identified persons at District agencies responsible for inputting agency data into ARGUS.

OIG INITIAL OBSERVATIONS AND COMMENTS

DISCUSSION

We received responses from 46 of the 83 (55 percent) ARGUS Superusers identified by the OCA. The survey questionnaire had 10 questions. **Table II** below highlights responses to six of those survey questions and the areas where improvements may be needed.

Question 2	Question 3	Question 4	Question 6	Question 7	Question 8
Difficulties meeting deadlines	Data reviewed BEFORE input	Data reviewed AFTER input	Maintain Database backup?	Rate Ease of Use	Rate ARGUS Categories
N/A ³ - 4	N/A - 3	N/A - 3	N/A - 2	N/A - 6	N/A - 9
NO - 19	Yes - 35	Yes - 31	Yes - 31	Excellent - 10	Excellent - 6
				Good - 17	Good - 18
				Average - 10	Average - 13
Yes - 23	NO - 8	NO - 12	NO - 13	Poor - 3	
50 % of responses			28 % of responses		
	Double "NO" - 6				

Below we have included a brief narrative on those questions which respondents reported negative/unfavorable views toward ARGUS:

- Question 2 – ABILITY TO MEET DEADLINES FOR RECORDING MONTHLY DATA.** Our analysis noted 23 of 46 respondents (representing 50 percent) reported that they had experienced problems meeting deadlines for inputting data. Their difficulties, however, varied widely. Eight respondents who answered “yes” to question 2 were able to timely input 5 months of scorecard data (question 1). However, 12 other respondents who answered “yes” to question 2 stated that they did not use ARGUS to record monthly data for October 2004 through February 2005. The agencies who reported that they failed to record scorecard data due to the inputting difficulties experienced for those five months were the: Office of Personnel; Sentencing Commission; Taxi Cab Commission; Department of Corrections; Department of Health, Metropolitan Police Department; Office of the Chief Financial Officer; Office of Chief Technology Officer; State Education Office, Department of Employment Services; and Department of Public Works.

³ “N/A” denotes the question was not applicable to the rater’s agency.

OIG INITIAL OBSERVATIONS AND COMMENTS

- **Questions 3 and 4 – REVIEW OF DATA BEFORE OR AFTER INPUT.** As noted in **Table II**, 20 agencies did not review scorecard data either before or after it was inputted into ARGUS. Controls in these areas are particularly important because they focus on data accuracy and reliability. Of more concern were the 6 of 46 respondents (representing about 13 percent) who answered “no” to both questions. Answering “no” to both questions suggests possible internal control weakness over data reliability (e.g., documentation support and accuracy issues). Agencies who reported that they do not have controls in place to review data before and after it is entered into ARGUS were the: Alcoholic Beverage Regulatory Administration; Department of Housing and Community Development; and Department of Parks and Recreation.
- **Question 6 – MAINTAINING DATABASE BACKUP.** Our analysis noted 13 respondents answered “no” to the question regarding data back-up (representing about 28 percent of the total surveys received). Answering “no” to the question suggests internal control weakness relating to the potential loss of data associated with computer failures, viruses, etc. Agencies affected are the: Criminal Justice Coordinating Council; Emergency Management Agency; National Guard; Office of Personnel; Department of Housing and Community Development; Office of the Deputy Mayor for Operations; Department of Parks and Recreation; Office on Asian & Pacific Islander Affairs; Office of Cable Television and Telecommunications; Office of Planning; and State Education Office.
- **Question 7 – RATE ARGUS IN REGARD TO DATA INPUT.** Only 3 of 47 respondents (representing about 6 percent) gave a negative opinion as to ease of use. Among the three respondents who gave a rating of “poor,” two also reported difficulties in meeting deadlines and did not record 5 months of scorecard data (Department of Health and Criminal Justice Coordinating Council (CJCC)). Even though management reported the ease of use as “poor,” the CJCC reported that they were still able to enter monthly data timely.
- **Question 8 - RATE ARGUS IN REGARD TO EASE OF USE, SUCH AS DATA FIELDS, CATEGORIES AVAILABLE.** Nine of the 46 respondents indicated that this question was not applicable. Of the 37 ARGUS Superusers who rated the system, only 6 (13 percent) reported that categories and data fields were excellent.

Based on these results, OCA staff should consider identifying specific user concerns and make adjustments to the system accordingly, during its initial rollout.

EXHIBIT A: SURVEY QUESTIONNAIRE OF THE ARGUS SCORECARD SYSTEM

Please select a response to each question by deleting the response that does not apply. For example, if your answer to the question is “YES” delete the “NO” selection. Please be sure to re-name your file to be sure your changes have been saved. We are asking that you complete the questionnaire by **April 15, 2005**. Once completed email it to: Cheryl.Ferrara@dc.gov.

When responding to the questions, please only consider your direct experience in using the system. The results of this questionnaire will be compiled and used by the Office of Budget and Planning to make improvements to the system and address any user needs or concerns.

1. Indicate the months you have recorded scorecard data for your agency:

October 2004 data	YES	NO
November 2004 data	YES	NO
December 2004 data	YES	NO
January 2005 data	YES	NO
February 2005 data	YES	NO

2. Has your agency experienced difficulties in meeting the deadlines for data entry?

YES NO

If yes, for which month(s)

EXHIBIT A: SURVEY QUESTIONNAIRE OF THE ARGUS SCORECARD SYSTEM

Please explain factors contributing to late data entry.

- 3. Is the performance data at your agency reviewed for accuracy by anyone BEFORE it is input into ARGUS?**

YES NO

- 4. Is the performance data at your agency reviewed for accuracy by anyone AFTER it is input into ARGUS?**

YES NO

- 5. Are you tracking other performance measures at your agency that are not recorded in the ARGUS?**

YES NO

If yes, how many:

1-10 11-25 26-50 50+

- 6. Does your agency maintain a backup database or other format of ARGUS data?**

YES NO

Please briefly describe measures tracking at your agency and systems used.

EXHIBIT A: SURVEY QUESTIONNAIRE OF THE ARGUS SCORECARD SYSTEM

7. How would you rate the ease of use of ARGUS in regard to input data?

Excellent Good Average Poor

Comments:

8. How would you rate the ease of use of ARGUS in regard to data fields; for example categories available?

Excellent Good Average Poor

Comments:

9. Do you have any questions, comments, or concerns regarding ARGUS that you would like addressed?

EXHIBIT A: SURVEY QUESTIONNAIRE OF THE ARGUS SCORECARD SYSTEM

10. Would you be available to discuss this survey in more detail with personnel from our office?

YES

NO

If yes, please provide the following information:

Name:

Telephone

Title:

Agency: