Here is the latest PMA newsletter. A few of the interesting things to happen this month include Clay Johnson's latest remarks stressing the importance of performance measures in the continued effort to make government results-oriented. Also, The House Government Reform Committee has sent a bill to the full House that would require OMB to evaluate federal programs at least once every five years. It's also been a big month in competitive sourcing, with OMB releasing its first annual report on the state of competitive sourcing in the federal government. It shows that agencies have been able to demonstrate real results with competitive sourcing by coordinating across multiple function areas, like budgeting and human resources.

-Carl DeMaio



June 2004

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If you find this newsletter useful and informative, please forward it to your friends and colleagues!

Government-wide News

OMB Optimistic About Results in Government

Clay Johnson, Deputy Director of OMB, recently said that the federal government is now results oriented. Consequently, government programs have clear definitions of success, detailed action plans for getting there, and a clear understanding of who is being held accountable for the results. To view this release go to:
http://www.results.gov/agenda/johnson_update2.html

Agencies are Sharing Success Stories

Agencies that have reach green in their scorecards are starting to share their success stories. For instance, NASA developed an innovative way to take stock of employees' knowledge that helped the agency close critical skills gaps. The Office of Personnel Management adopted a competitive sourcing strategy that would help ensure it has the expertise it needs now and in the future. The Environmental Protection Agency built a high-powered financial system to give managers timely and accurate data with which to track costs to achieve program goals. To view this article go to:
http://federaltimes.com/index.php?S=2961388

Budget and Performance Integration

Performance Measures Key to Improve PART Ratings

In becoming a results-oriented government, OMB realizes one of the biggest challenges is coming up with good, outcome-oriented performance and efficiency measures. To help agencies, OMB has posted a list of outcome and efficiency measures that agencies are using today. Having the right measures will help agencies improve their PART ratings for FY06 programs that will be evaluated. To view this release go to:
http://www.results.gov/agenda/budgetperformance0514.html

Committee Approves OMB's Five-Year Review of Federal Programs

The House Government Reform Committee approved a bill that requires the Office of Management and Budget to make assessments of each federal government program at least once every five years. The aim of the bill is to evaluate the purpose, design, strategic plan, management and results of each program. To view this article go to: http://www.govexec.com/dailyfed/0604/060404markup1.htm

2004 Best Practice Forum: Show Me The Measures! (July 19-20, Arlington, VA)

This forum will focus on developing performance goals and measures by applying the Government Performance Logic Model framework as a template for program management. Through the establishment of outcome-oriented performance measures, program managers will be able to communicate and monitor the success of annual and long-term performance goals. Moreover, you will have an opportunity to review "Best-in-Class" performance measures for government, and return to your office with a set of measures designed to improve your program's performance. For more information go to:
http://www.performanceweb.org/performancemanagement/p191/p191.htm

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Improved Financial Management

Financial Management Continues to Improve

The financial performance of the Federal government continues to improve as visibility into the performance of each agency and the entire federal government increases. All agencies have submitted their Accountability reports and agency audits are complete. In addition to reviewing existing processes for preparing audited financial statements, agencies are looking at best practices from other agencies. Moreover, agencies already with a green status are expanding their efforts to distribute and integrate financial data into management decision making. To view this release go to:
http://www.results.gov/agenda/financialperformance05-14.html

CFOs Work More Closely with CIOs

As agencies manage their information technology investments, there is greater interaction between the chief information officer and the chief financial officer. The two positions must work closely together and have a robust understanding of the other's job for successful IT management. To view this article go to:
http://www.fcw.com/fcw/articles/2004/0607/mgt-hand-06-07-04.asp

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Strategic Management of Human Capital

OPM Calls for Accelerated Time to Hire

Currently, OPM is concerned with decreasing the time it takes for talented people to get hired by the Federal government. To accelerate results in this critical area, OPM has initiated three key efforts: committing to a challenging result; assessing where agencies are now; and highlighting best practices to learn from. To view this

release go to:
http://www.results.gov/agenda/timetohire.html

Improving Federal Hiring

Foreseeing the increasing number of new hires expected in the next few years, Congress, the Office of Personnel Management (OPM), and agencies have undertaken various efforts to reform federal hiring. Congress has provided agencies with additional hiring flexibilities, OPM has taken significant steps to modernize job vacancy announcements and develop the government's recruiting Web site, and most agencies are continuing to automate parts of their hiring processes. To view this report go to:
http://www.gao.gov/new.items/d04797.pdf

Employment Restrictions for Procurement Employees Leaving Government

Lawmakers are discussing a proposal - amendment to the 2005 Defense authorization bill - that places new limits on where federal procurement officials can work after they leave government. The current procurement law says that contracting officers must wait at least a year before leaving the government to work for a company to which they've awarded a contract worth more than $10 million. The proposed amendment would extend the waiting period to two years. To view this article go to:
http://www.govexec.com/dailyfed/0604/061104a2.htm

Agencies Have Shortage of Computer Security Experts

A current staffing issue in government is that lack of IT security professionals in government. For instance, the Department of Homeland Security does not have the IT workforce to build the systems it needs and is totally dependent on help from the research and academic communities. The department contracts a lot of work outside government. To view this article go to:
http://www.govexec.com/dailyfed/0604/061004tdpm2.htm

Teleworking Essential for Emergency Planning

The Office of Personnel Management is promoting more widespread use of teleworking by stressing its importance for emergency planning. Agencies should have a network of telecommuters in place in the event of an emergency. Some managers initially may be reluctant to allow employees to telecommute. However, viewed in terms of emergency preparedness then there is a different attitude towards telework. To view this article go to:
http://www.govexec.com/pdfs/telework2003.doc

Report Suggests Broadbanding Framework for Pay for Performance

According to a recent report, by using a government-wide broadbanding framework that has performance-based pay as its underlying key component, agencies will enhance their ' ability to attract and retain the best people by meeting market supply and demand and rewarding the best performers with the most pay. To view this report go to:
http://www.napawash.org/Pubs/Broadbanding5-04.pdf

2004 National Forum on Employee Performance Evaluations for Government (July 26-27, Arlington, VA)

Your employees' success is often a reflection of your own leadership skills. The President's Management Agenda further emphasizes employee success as a vital indication of workforce stability. As a human resource manager, it is of the utmost importance to recognize employee potential. Apply techniques that will make preparing performance evaluations fast and easy, and will result in an evaluation that is a true reflection of the employee's job performance. This event is part of our Human Capital Certification Program. For more information go to:
http://www.performanceweb.org/humancapital/p225/p225.htm

For more information on the Certification Program go to:
http://www.performanceweb.org/pi/training/humancapital_index.htm

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Competitive Sourcing

How Agencies Got to Green in Competitive Sourcing

The three agencies - the Department of Energy (DOE), the Department of Health and Human Services (HHS), and the Office of Personnel Management (OPM) - that got to green have established competitive sourcing as a routine management practice by: determine which jobs to compete, conducting proper planning and analysis of competitions, learning from experience, and developing long term plans for competitive sourcing. To view this release go to:
http://www.results.gov/agenda/greenstatus.html

Competitive Sourcing Proves Effective

The Office of Management and Budget has recently reported to Congress its first estimates of savings to be generated by competitive sourcing. OMB estimates that public-private competitions completed at 26 major federal agencies in fiscal 2003 may yield $1.1 billion in net savings over the next three to five years. OMB also indicated that in-house workers held onto nearly 89 percent of 17,595 jobs considered for outsourcing in contests finished in fiscal 2003, and the first quarter of fiscal 2004. To view this report go to:
http://www.whitehouse.gov/omb/pubpress/fy2004/cs_omb_647_report.pdf

More Transparency in Competitive Sourcing

Federal employee unions and industry groups have often said that they have difficulty accessing comparison forms for streamlined contests, and have complained that these contests lack transparency. In response, the Department of Labor has started publishing job competition paperwork that shows data used to compare the cost of keeping work in-house with the cost of contracting it out. The forms open the Labor Department's cost projections, a key ingredient of the smaller contests, to public scrutiny. To view this article go to:
http://www.govexec.com/dailyfed/0604/060804a1.htm

Performance-Based Contracting - Hands On Application and Simulation of the Seven Step Process for Performance-Based Contracting (July 14-15, Arlington, VA)

This event will cover the latest requirements and legislation for developing and implementing performance-based contracts (PBC) and examine innovative best practices. Participants will review performance measures used by

various agencies in their performance work statements (PWS) and statements of objectives (SOO). Also, participants will simulate the Seven-Step Process for PBC and execute the logic model methodology for developing performance measures. For more information go to:
http://www.performanceweb.org/contracting/c139/c139.htm

Expanded E-Government

New Focus of E-Government is Adoption and Utilization

The Administration's focus, during the past two years, has been on deploying the E-Gov initiatives. Now that they are nearing completion, the aim is to drive adoption and utilization of these initiatives. In this way, the government will be able to further drive cost savings, and provide a higher level of service to the citizen. To view this release go to:
http://www.results.gov/agenda/egov05-14.html

Cybersecurity Critical for Enterprise Architecture

E-Gov initiative efforts are increasingly focusing on cybersecurity technologies that can be used to protect critical infrastructures from cyber attack. There are various such technologies at different stages of development, including access control, system integrity, cryptography, audit and monitoring tools, and configuration management and assurance. These help to protect information that is being processed, stored, and transmitted in the networked computer systems that are prevalent in critical infrastructures. To view this report go to:
http://www.gao.gov/new.items/d04321.pdf

Use of the Web is Rising

According to a recent study, use of the Internet by citizens to access government information is growing rapidly. There was a 50 percent growth from 2002 to 2003 in the number of Americans who visited a federal, state or local government Web site or contacted a government official online. The Internet was especially popular for users trying to get specific information or complete a transaction. However, people still want real-time interaction with the government for certain kinds of problems. The more complicated a person's questions or problems, the more likely they were to prefer phone or in-person contact. People were also more likely to use the phone or in-person contact to share personal or sensitive information. To view this article go to:
http://www.govexec.com/dailyfed/0504/052504e1.htm

2004 National Forum for IT Capital Planning in Government - Implement Effective IT Planning, Measurement and Management (August 26-27, Arlington, VA)

At this event you will learn to develop sound investment methodologies through IT capital planning. The IT Maturity Model will be described to improve your agency's investment process. You will learn how to create a comprehensive IT investment portfolio, improving investment planning through the advancement of control phase processes. Aligning IT investments with strategic goals will be discussed to construct a comprehensive strategic plan that supports overarching agency goals and missions. Also, you will construct portfolio performance measures, and implement effective IT program and portfolio management for lasting results. For more information go to:
http://www.performanceweb.org/technology/t162/t162.htm

Agency Spotlight: Department of State

Unlike other federal agencies, the Department of State's ability to achieve its mission is made increasingly complex by the Department's presence in more than 150 countries. Nevertheless, the department's leadership team believes that better management is a critical element in the Department's overall effectiveness. It remains committed to successful implementation of all its management initiatives. The President's Management Agenda has focused the Department's efforts across five government-wide initiatives to improve management.

Budget and Performance Integration

The department strives to link performance to budget decisions and improve performance tracking and management. The ultimate goal is to have better control over resources and greater accountability over results. In its efforts to achieve this, the department has developed its first-ever joint State-USAID Strategic Plan, with outcome-oriented performance goals that directly link to the strategic objectives and goals. In this process, it reduced Strategic Objectives by 55% and reduced strategic goals by 40%. The department has also developed PART ratings and substantive analyses for all completed PARTs for inclusion in the President's Budget to justify funding requests.

Improved Financial Management

The department is implement financial systems that produce timely, accurate and useful financial information, with the aim of improving accountability through audited financial statements, and strengthening management controls. The New Regional Financial Management System (RFMS) was implemented for all overseas posts, providing daily updates of worldwide spending and accounting information. The Department's FY 2002 Financial Statements were timely and received an unqualified opinion, marking the sixth consecutive unqualified opinion. It has resolved all material weaknesses and material non-conformances, as defined by the Federal Managers' Financial Integrity Act. Furthermore, the department developed a methodology to evaluate and report on the extent of erroneous payments within the Department's financial assistance programs. This methodology was cited as a "best practice" by OMB.

Strategic Management of Human Capital

This initiative refers to how to build, sustain, and deploy effectively a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives. The department has documented a comprehensive Human Capital Plan and integrated Human Capital elements in all Bureau Performance Plans. It has implemented a Diplomatic Readiness Initiative that increases personnel strength, improves recruitment, and streamlines hiring process. Moreover, the department has completed second year of mandatory leadership and management training initiative, and expanded training in public diplomacy, consular affairs, and foreign languages.

Competitive Sourcing

The department has established an Office of Competitive Sourcing and designated a Competitive Sourcing official to implement the PMA objectives and OMB Circular A-76. It also established a Competition Council consisting of all bureau executive directors, and bureau-based FAIR Act Inventory Coordinators. The department has completed first streamlined competition. Looking ahead the department wants to achieve efficient and effective competitions

between public and private sources and establish infrastructure to support them.

Expanded E-Government

In expanding the use of electronic technologies, the department and USAID have completed a joint As-Is Enterprise Architecture. Furthermore, it has completed Systems Authorization (also known as Certification and Accreditation) for 56 out of 139 systems, thereby meeting FY 2003 milestones. State continues to participate in 20 of OMB's 25 "Quicksilver" initiatives that will consolidate and improve various functions government-wide.

For more information go to:
http://www.state.gov/m/rm/rls/perfplan/2005/

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The Implementation Update on the PMA is provided as an informational newsletter to all federal employees about the latest news from the federal government and independent news media about the President's Management Agenda–the Administration's plan to improve performance of government.

The Performance Institute is a private think tank that serves as the nation's leading authority and repository on performance-based management practices for government organizations. Its mission is to identify, study and disseminate the leading management innovations pioneered by "best-in-class" government programs at federal, state and local levels. Through its national conferences on pressing issues, interactive executive training programs, and best practice research projects, the Institute provides cutting-edge expertise in the design, implementation and evaluation of strategies to solve operational challenges and enhance government performance.

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