Here is a copy of this month's President's Management Agenda Newsletter. The Government Accountability Office released a report titled *Managing for Results: Enhancing Agency Use of Performance Information for Management Decision Making.* GAO identifies four broad types of management decisions, in the report, for which federal managers can use performance information and five different types of practices that can contribute to greater use of performance information. Check out the full report in the Government-Wide section of the newsletter.

Enjoy!

-Carl DeMaio



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



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Government-Wide News

Managing For Results: Enhancing Agency Use of Performance Information for Management Decision Making

Agencies can use performance information to make various types of management decisions to improve program s and results. Agencies can also implement a number of practices that can enhance or facilitate the use of performance information. GAO identified four broad types of management decisions for which federal managers can use performance information and five different types of practices that can contribute to greater use of performance information. To read more, go to http://www.gao.gov/cgi-bin/getrpt?GAO-05-927

UPCOMING EVENTS

Performance-Based Service Acquisition and Earned Value Management Systems
November 14-15, 2005
Arlington, VA

Strategic Planning in Government
November 7-8, 2005
Arlington, VA

Lean Six Sigma for Government Agencies
November 17-18, 2005
Arlington, VA

2005 Government Performance West
December 5-7, 2005
San Deigo, CA

Thought Leadership Day 2005 - Leverage Proven Performance Management Success

Join government professionals for Thought Leadership Day 2005, a one-day event geared towards going beyond the 'hype' of Performance Management and into the 'trenches' of what needs to be done to drive success. Hear from The Performance Institute and many more leading organizations to gain new insights and learn best practices that will drive true performance at your organization.

Register at:
www.performancesoft.com/tld

OMB Review of FEMA Response Program Failed To Send Up Red Flag

In an assessment published as part of the Bush administration's fiscal 2006 budget request, the Office of Management and Budget rated the Federal Emergency Management Agency's disaster response program as "adequate."

OMB has no immediate plans to re-evaluate the program in light of FEMA's response to Hurricane Katrina. But the agency's recent performance will be a factor in future reviews, said Alex Conant, an administration spokesman. To read more, go to http://www.govexec.com/story_page.cfm?articleid=32221&sid=7

GAO: Performance Data Is Underused

The Government Performance and Results Act (GPRA) of 1993 was supposed to make agencies focus on how effective their program s were rather than on how much money they spent on them. But now, 12 years later, the GPRA's benefits on federal decision-making are still not widespread, according to a new report from the Government Accountability Office. To read more, go to http://www.fcw.com/article90751-09-12-05-Web

PART NearsTipping Point: OMB's Performance RatingTool Appears to be Getting the Job Done

Three recent developments suggest that the government's Program Assessment Rating Tool, or PART, may be precipitating a “tipping point” toward more results-oriented government. What is PART? It was developed by the Office of Management and Budget as a tool for assessing federal program performance and assisting in budget allocation decisions. OMB is using PART to assess every federal program over a five-year period to make sure the program s are meeting intended goals. To read more, go to http://www.governmentleader.com/issues/1_3/commentary/10-1.html

Agencies Run By Career Execs Get Better Management Grades

In the days after political appointee Michael Brown resigned from his perch as head of the Federal Emergency Management Agency amid questions about his qualifications, a new report from Princeton University finds that career federal managers do a better job of running their agencies than their politically appointed counterparts. To read more, go to http://www.govexec.com/story_page.cfm?articleid=32257&dcn=todaysnews

Budget and Performance Integration



Budget & Performance Integration: Linking Performance to Results

This is a presentation that the Office of Budget within the Department of Commerce gave this past August. It focuses on the Government Performance and Results Act, The President's Management Agenda, PART status, performance and accountability reporting, and performance reviews. To read more, go to http://www.osec.doc.gov/ofm/Rocky%20Gap%20Conference%20-%202005/financial%20management%20conference%20081905final.ppt

Perspectives on Implementing Budget and Performance Integration

This presentation focuses on many different aspects of budget-performance integration such as the President's Management Agenda and the expectations under the budget-performance integration section, as well as the benefits and challenges associated with that section. It also touches upon the evolution of planning and performance, the benefits of performance assessments, internal scorecards and activity-based costing as it relates to the Government Performance and Results Act. To read more, go to http://www.doi.gov/pfm/conf2005/presentations/bpi.ppt

DHS Announces $141 Million in Port Security Grants

The Department of Homeland Security (DHS) on Tuesday announced more than $141 million in security grants for 36 ports across the country. The funds will go toward protecting critical infrastructure around the ports, such as fences, cameras, gates, floating barriers, patrol boats, sonar and sensor equipment, DHS said in a news release. The Port of Houston received the largest amount, $35.3 million. The Port of Savannah received the least, about $21,000. This was the first round of port security grants awarded based on risk. Only 66 ports were eligible for grants under the new, risk-based formula. In the past, more than 360 were eligible. To read more, go to http://homeland.cq.com/hs/display.do?docid=1858912&sourcetype=31&binderName=news-all

ANSWERING THE CALL: Make Sure Your Budget Request Passes Muster

Sometime around Sept. 5, the Office of Management and Budget will receive your agency's fiscal 2007 budget request and before they even open the folder, you and your colleagues will make a mad dash for the door for vacation, right? Well, not quite. Before your leave slip is approved, letting you relax on a beach far away from discretionary spending numbers and budget-justification documents that come with the 80-plus-hour workweeks of putting together a budget request, you need to be aware that your job is far from done. To read more, go to http://www.governmentleader.com/issues/1_3/survival_guide/11-1.html

Improved Financial Performance

Agencies Recognized For Innovations in Management Of Real Property

As the Bush administration presses for reforms in federal real-property management, the General Services Administration has announced the latest award winners in its Real Property Award Program for innovative and best practices. Teams from the Veterans Affairs Department, the Treasury Department, the Federal Deposit Insurance Corp. and GSA were awarded $10,000 each by an independent panel, which included a Canadian government real-estate specialist and three commercial real-estate experts. To read more, go to http://www.governmentleader.com/issues/news/65-1.html

Financial Management: EXEC Forum draws LINES on OMB's Lines of Business

The Office of Management and Budget's financial management Lines of Business initiative sounds like a great idea: Offload agencies' core financial systems—important but unglamorous applications like general ledger, accounts receivable and accounting systems—to specialized Centers of Excellence. Federal agencies can then devote themselves fully to their true missions. The initiative will streamline costs and boost efficiency. To read more, go to http://www.governmentleader.com/issues/1_3/upshot/8-1.html

Getting A Jump On CIRCULAR A-123: CFO Council, IBM Offer Help On Attaining 2006 Compliance

Most federal agencies had better have their financial houses in order by next summer. June 30, 2006, is when the 25 Chief Financial Officers Act agencies have to be in compliance with the Office of Management and Budget's Circular A-123 on management's responsibility for internal controls. To read more, go to http://www.governmentleader.com/issues/1_3/upshot/9-1.html

Financial Audits: The Vast Majority of Executive Branch Entities Included in the Federal Budget Are Statutorily Required to Have Their Financial Statements Audited

The Chief Financial Officers Act of 1990 (CFO Act), as expanded by the Government Management Reform Act of 1994, requires 24 major executive branch departments and agencies to prepare annual financial statements and have them audited. The Accountability of Tax Dollars Act of 2002 (ATD Act) extended this requirement to most executive agencies

not explicitly subject to the CFO Act, unless they received a waiver or exemption from the Director of the Office of Management and Budget. Given the importance of timely, reliable, and useful financial information in assessing the overall financial management of the government, Congress asked us to identify executive branch entities that are not subject to the requirements of preparing annual financial statements and having them audited. To read more, go to http://www.gao.gov/new.items/d051024r.pdf

Strategic Management of Human Capital

Demonstration Projects Find Success in Personnel Reform

Personnel reforms in the Defense and Homeland Security departments will happen, and managers and employees need to learn from reforms already in place at some agencies, Sen. George D. Voinovich, R-Ohio told a Senate subcommittee hearing Tuesday. To read more go to http://www.govexec.com/story_page.cfm?articleid=32419&dcn=todaysnews

GAO Strongly Favors Pay-For-Performance in the Federal Government

On Tuesday, the Government Accountability Office released testimony stating it supports “the need to expand pay reform in the federal government.”

The 23-page testimony documents a symposium held in March with key human capital stakeholders from the Office of Personnel Management, the U.S. Merit Systems Protection Board, the National Academy of Public Administration and the Partnership for Public Service. At the symposium, the organizations discussed public, private and nonprofit organizations' successes and obstacles in creating and implementing market-based and performance-oriented pay systems. To read more, go to http://www.fednews-online.com/view_publication.aspx?publicationId=8436

More than Half of Federal Managers Wouldn't Fire Poorly Performing Probationary Employees

If you're like most other managers, chances are you won't fire new employees during their probationary period, even if they are underperforming and you regret hiring them.

Eleven percent of managers surveyed recently said they would not hire their probationer again or said they were not sure if they would hire the probationer again. Still, more than half of those managers — 52 percent — said they wouldn't fire them.

The survey, released Sept. 26, was conducted late last year by the Merit Systems Protection Board (MSPB), which surveyed 600 federal managers on how they use probationary employment periods.

In its report, MSPB said it hurts agencies and the government as a whole if workers who are not fit for their jobs are left in their positions, because they likely will remain in government for a longer time than they deserve. To read more, go to http://federaltimes.com/index2.php?S=1136151

Five Agencies Meet Congressional Telework Mandate

Five agencies have certified to Congress that all of their eligible workers are permitted to telework. As a result, the agencies will not have to forfeit $5 million at the end of the fiscal year Sept. 30, as Congress threatened in a 2005 law. To read more, go to http://www.federaltimes.com/index2.php?S=1112053

Best Places to Work 2005

Best Places to Work is the most comprehensive ranking of federal government organizations, drawing on the U.S. Office

of Personnel Management's Federal Human Capital Survey of 150,000 executive branch employees. The rankings are designed to offer job-seekers unprecedented insight into the best opportunities for public service and to provide managers and government leaders a road map for improving employee engagement and commitment. To read more, go to http://spa.american.edu/bestplacestowork/

Legal Wrangling, Implementation Woes Slow Rollout of New Pay Systems

Bush administration officials claim that their plans to overhaul workplace rules at two of the government's biggest departments will permit more flexible management of employees. But before flexibility come delay and uncertainty. To read more, go to http://www.washingtonpost.com/wpdyn/content/article/2005/09/12/AR2005091202089.html

Bush Endorses 2.1 Percent Pay Raise

President Bush declined to submit an alternative to the proposed 2.1 percent across-the-board 2006 pay increase for white-collar federal employees, the Office of Management and Budget announced Thursday. To read more, go to http://www.govexec.com/story_page.cfm?articleid=32139&sid=2

GAO: Managers Should Focus On Employee Performance

Federal managers are not using the data available to them to improve employee performance, according to the Government Accountability Office. The Bush administration is focused on moving the federal workforce to a performance-based personnel system, including a hotly debated pay-for-performance structure. To read more, go to http://www.govexec.com/story_page.cfm?articleid=32215&sid=7

Now Hiring

Most chief acquisition officers need a permanent "help wanted" sign to hang outside their offices. The workforce in charge of buying goods and services is shrinking, while spending continues to climb. 12 percent of contracting specialists were eligible to retire in 2004. That number will jump to 30 percent in 2009. Outside consultants and industry groups often attribute problems with subcontracting and set-aside program s to a lack of oversight caused by personnel shortages. To read more, go to http://www.govexec.com/dailyfed/0905/092105mm.htm

Annual Job Satisfaction Surveys to Be Launched In 2006

Employees will be asked to sound off on their agency's leaders and management practices each year through a new survey designed to gauge job satisfaction across government. The Office of Personnel Management, in collaboration with agency chief human capital officers and other interested groups, has devised 28 questions to ask employees each year. The questions are intended to help agencies assess good leadership and management practices and gauge how satisfied employees are with their leaders, work environment, performance rewards, professional development and opportunity to contribute to the agency mission. To read more, go to http://federaltimes.com/index2.php?S=1110682

Performance Appraisal Training Kicks Off at Homeland Security

Supervisors and managers at the Homeland Security Department began training July 25 on the new performance management system that's set to launch department wide Oct. 1. The 2½-day training session focuses on teaching the department's 12,000 managers how to set performance expectations for their employees at the start of each year, provide continual feedback to employees during the year and appraise employees' performance against those expectations at the end of the year, said Todd Turner, director of the department's Office of Human Capital Management. To read more, go to http://www.federaltimes.com/index2.php?S=996807

Competitive Sourcing

Provision to Lift VA Competitive Sourcing Ban Survives

An initial attempt at stripping a Senate health care bill of language that would allow the Veterans Affairs Department to resume competitive sourcing studies failed narrowly on Thursday.

During a markup of the 2005 Veterans Health Care Act (S. 1182), the Senate Veterans Affairs Committee by a 7-7 vote rejected a union-backed amendment that would have eliminated the provision from the bill. The vote fell mainly along party lines, with Sen. Arlen Specter, R-Pa., providing the only Republican support. To read more, go to http://www.govexec.com/story_page.cfm?articleid=32255&sid=6

GSA's Networx Contract Awards Will Be Delayed

The award dates for the governmentwide Networx telecommunications contracts have been pushed back to July and September of next year, Stephen Perry, administrator of the General Services Administration, said Sept. 7. The agency had originally planned to award the contracts by next April.

Perry, speaking at an executive luncheon of the American Council for Technology and Industry Advisory Council, announced the new dates while answering a question about how well GSA is simultaneously handling its reorganization while preparing the Networx contracts as well as its Alliant contract for information technology. To read more, go to http://www.federaltimes.com/index2.php?S=1092958

OMB Issues Streamlined Emergency Procurement Guidelines

The Office of Management and Budget issued guidelines today designed to speed purchases for hurricane relief efforts. The guidance was called for in the recent hurricane relief supplemental appropriations act passed by Congress to help in recovery efforts on the Gulf Coast . Congress raised the threshold for micropurchases from $25,000 to $250,000 for procurements of property and services that an agency leader determines to be in support of rescue and relief operations related to Hurricane Katrina. The guidance issued today covers the use of government purchase cards under the new spending limits. To read more, go to http://fcw.com/article90782-09-13-05-Web&newsletter%3Dyes

5-Keys to Performance Based Contacting

Performance-based acquisitions have been around in some form for many years, and they have been a mandate in government since the early 1990s. But agencies have only recently started to embrace the concept, longtime practitioners in the field say.

That's encouraging, said Chip Mather, co-founder and partner of Acquisition Solutions and a 20-year government contracting veteran.

Although the words "performance based" have been a part of contract language for a while, Mather said, it's been a form of pressure rather than a form of acquisition. To read more, go to http://www.fcw.com/article90649-09-05-05-Print

Expanded E-Government

Reports: Agencies Must Prepare for New Internet

The nation's faster, better, next-generation Internet system is knocking at the door of federal information technology managers. So far, only the Defense Department has put out a welcome mat. To read more, go to http://www.federaltimes.com/index2.php?S=878654

Compliance Taking Over IT Security Chiefs' Schedules

Agency chief information security officers are spending more time complying with laws governing the safekeeping of computer and network systems, according to a survey. To read more, go to http://www.govexec.com/story_page.cfm?articleid=32119&dcn=e_tcmg

Feds Prepare For E-Training Linked To Job Performance

Federal agencies will now be able to buy software tools to track workers' training requests and learning results at government-wide contract prices. To read more, go to http://www.fcw.com/article90724-09-12-05-Print

OMB To Project Savings of E-Government Projects In Next Budget

The Office of Management and Budget is preparing to announce the projected cost savings of the 25 e-government initiatives in the fiscal 2007 budget proposal. Karen Evans, OMB's administrator for the Office of E-Government and Information Technology, said her biggest goal for the next year is to shift the way agencies that view success from how much money is appropriated to how much money is saved. To read more, go to http://www.govexec.com/story_page.cfm?articleid=32242&dcn=todaysnews

Report: FBI Lacks Blueprint for Technology Upgrade

Despite past warnings from congressional auditors, the FBI does not have an effective framework for modernizing its information technology systems, according to a new report. To read more, go to http://www.govexec.com/story_page.cfm?articleid=32216&sid=1

Report: EPA Should Create a Centralized Online Data System

An online master data system of facilities regulated by the Environmental Protection Agency is necessary to allow the public access to reliable environmental data and reduce administrative burdens, according to a report from a coalition of businesses, activists and state government officials. To read more, go to http://www.govexec.com/story_page.cfm?articleid=32163&sid=1

President: Carl DeMaio
Newsletter Editor: Cynthia Craig

The **Implementation Update on the PMA** is provided as a free monthly e-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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