The Housing and Urban Development Department released its Vision 2010 document and it laid out its modernization strategy around its core lines of business. Find out how the department plans to implement their strategy and get a return on investment quickly in the Government-Wide News section!

Enjoy!

-Carl DeMaio

Implementation Update on the PRESIDENT'S MANAGEMENT AGENDA

The Performance Institute

JUNE 2006

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

UPCOMING EVENTS

The 2006 National Summit on Measuring and Reporting Performance Information in Government
July 24-27, 2006 | Arlington, VA

The 2006 Citizen-Centered Service for Government Conference
August 7-8, 2006 | Arlington, VA

Project Management for Government
August 7-11, 2006 | Arlington, VA

IT Budget Justifications
August 24-25, 2006 | Arlington, VA

TABLE OF CONTENTS

- Government-Wide News
- Budget and Performance Integrations
- Improved Financial Performance
- Strategic Management of Human Capital
- Acquisition and Competitive Sourcing
- Expanded E-Government

Government-Wide News

HUD's Team Effort

In its Vision 2010 document released in February, the Housing and Urban Development Department laid out its modernization strategy around its core lines of business. To get there in about four years, the department will rely on portfolio and project management—the basic tenets of any large system modernization effort—according to CIO Lisa Schlosser.
To read more, go to http://www.gcn.com/print/25_12/40762-1.html

Bush Appoints Wall Street Executive to Lead Treasury Department

President Bush recently appointed Goldman Sachs Chief, Henry Paulson, to take the lead of the Treasury Department. "He has a lifetime of business experience; he has an intimate knowledge of financial markets and an ability to explain economic issues in clear terms," Bush said. Senators from both sides of the aisle applauded Bush's decision. Sen. Charles Schumer, D-N.Y and Senate Majority Leader Bill Frist, R-Tenn both agreed that Paulson has the right financial and business experience to take on the task of heading the Treasury Department. To read more, go to http://www.govexec.com/story_page.cfm?articleid=34213&dcn=e_gvet

Measuring and Reporting Performance Information in



WEBINARS

Cost Management for Government: Using ABC
July 19, 2006

Drive Performance with HR Dashboards and Scorecards
July 20, 2006 | 2:00 pm- 3:30 pm EST

Performance Management Systems: Best Practices for Managing Organization Performance
July 26, 2006

Introduction to Earned Value Management
August 16, 2006

To see more webinar events please click here www.PerformanceWeb.org/Webcast

How Does your Organization Measure Up?

The Performance Institute is helping government manage for RESULTS! See how well your organization measures up. Take our free Performance Measurement Assessment: www.PerformanceWeb.org/Survey

Partner Information

Government

As we move closer and closer to a performance-based government, agencies are scrambling to establish measures and create performance reports for the myriad of programs under their supervision. The increased focus on performance goes hand-in-hand with an important increase in government transparency. Legendary management analyst Peter Drucker once said, “What gets measured, gets done.” Trumpeted by executive officials across the country, from mayors to governors and even the President, the use of performance measures in government programs has proven to be a highly effective tool for program budgeting and resource allocation. **The 2006 National Summit on Measuring and Reporting Performance Information in Government** on July 24-27 is your “one-stop shop” for understanding how to manage performance in your agency. To learn more, go to http://www.performanceweb.org/CENTERS/GPM/Events/P559/P559.htm

House Panel Votes to Change Bureaucratic Language

A US House Panel recently took steps to make the bureaucratic language of government rules and regulations easier for the average citizen to understand. The Panel argued that most Americans are unable to comprehend much of the legal jargan that plagues today's rules and regulations. The legislation the Panel is trying to move forward (H.R. 4809), if approved, would require government agencies to use "plain language writing," which would help ordinary citizens decode and understand regulations. To read more, go to

http://www.govexec.com/story_page.cfm?articleid=34295&dcn=e_gvet

GAO: FBI Case Management Assets Remain Missing

FBI Case Management Assets Remain Missing The FBI has yet to tell the GAO where hundreds of pieces of equipment related to a failed department wide case-management system have gone. "The FBI also has not provided any additional explanation for the remaining roughly 400 missing assets," Linda Calbom, the GAO's Director of Financial Management and Assurance wrote in a letter. Originally the FBI reported that it had located $7.6 million worth of the equipment, but GAO has not been able to confirm the claim. To read more, go to

http://www.govexec.com/story_page.cfm?articleid=34313&dcn=e_gvet

Performance-Based Budgeting: Reach Green and Stay There
ALG Software is a leading provider of single-solution performance-based budgeting, activity-based cost management, and performance measurement software. Successfully used by federal government organizations to "Reach Green and Stay There" on the OMB Scorecard, our solutions are employed a broad range of agencies and departments. To learn more visit www.algsoftware.com/fedpi

Citizen-Centered Service for Government

As pressure mounts on government agencies to be more customer-focused or citizen-centered, agency managers are struggling to find the right methods to respond to the challenge. Unfortunately, traditional private sector approaches to customer satisfaction rarely succeed when adopted by government. Whether they be overly simplistic customer service programs, empty slogans (the customer is always right?) or industrial-age concepts based on building quality, defect-free widgets; they fail to address the real challenges government managers face. These challenges include identifying the customer and competing interests, overcoming the notion that you cannot measure what you do, driving incentives to improve customer satisfaction and truly understanding the customers' needs. To learn more, go to http://www.performanceweb.org/CENTERS/GPM/Events/P540/P540.htm

House Majority Leader Previews Report on Cutting Government Waste

House Majority Leader John Boehner, R-Ohio, recently previewed a 61-page report that is part of a wider effort to rein in federal spending and overhaul the budget process to stop waste, fraud and abuse in government. The report also praises the House Appropriations Committee for the passage of a $40 billion spending reconciliation package this year while also eliminating 53 programs in 2005. To read more, go to http://www.govexec.com/story_page.cfm?articleid=34321&dcn=e_gvet

Budget and Performance Integration

Legislator Defends the Use of OMB's PART Evaluation

Sen. Tom Coburn, R.-Okla., chairman of the Senate Homeland Security and Governmental Affairs Subcommittee on Federal Financial Management, Government Information and International Security, held a hearing to address the transparency and potential for bias in the administration's Program Assessment Rating Tool. Sen. Coburn acknowledged that the PART evaluation is a "blunt instrument" because of the sheer size of its activities, but emphasized the tool's importance. He stressed that lawmakers need to use the PART evaluations when making funding decisions for agencies and programs. Coburn criticized certain lawmakers for ignoring the assessments findings in order to protect their "pet programs" that might be underperforming. To read more, go to http://www.govexec.com/story_page.cfm?articleid=34330&dcn=e_gvet

Government Budget Week

Budgeting for results is a phrase that should be on every government executive's mind, from linking performance information to the budget to measuring and achieving cost efficiencies. However, many federal, state and local government managers are still unaware of how to link performance information to the budget, how to measure cost efficiencies, how to calculate the full cost per unit service and how the budget process actually operates. Without this key information, you will not be able to understand the true essence of performance management and how it is tied to the budget process. To learn more, go to http://www.performanceweb.org/CENTERS/FM/Events/P548/P548.htm

GAO Official Proposes Solution to Federal Agencies' Management Issues

J. Christopher Mihm, the Managing Director of Strategic Issues in the Government Accountability Office recently highlighted certain managerial issues facing federal agency performance. According to Mihm, "Every agency needs some mechanism for elevating,

integrating and institutionalizing." The GAO recently proposed that cabinet- level agencies establish Chief Managing Officer (CMO) positions to facilitate better communication and collaboration between current agency chiefs. In 2005, the GAO proposed this change for the Office of Homeland Security and Department of Defense to improve overall communication and performance. To read more, go to http://www.fcw.com/article94881-06-19-06-Print

Congress Debates the Value of PART

The Senate recently debated the value of the Program Assessment Rating Tool. Proponents of PART say the instrument provides greater transparency and accountability on the part of government programs. On the other hand, critics of the evaluation hold that PART is ineffective because it measures standards that are incompatible with program functions. According to Adam Hughes, the Director of Federal Fiscal Policy at OMB Watch, "PART assessments are tantamount to a baseball coach walking to the mound to remove his pitcher and then chastising him for not kicking enough field goals as he brings in a reliever." To read more, go to http://www.fcw.com/article94891-06-14-06-Web&newsletter%3Dyes

OMB Scorecard Shows Improvement Amongst Federal Agencies

Last month, the Office of Management and Budget released a report that addressed the recent success of federal agencies in improving the integration of performance and budget components. According to the report, "more agencies than ever are effectively incorporating program performance information into their management and budget decisions. The Department of Justice was highlighted for its rise from yellow to green status since the last quarter review. The DOJ is one of 10 agencies that has achieved green status for Budget Performance and Integration. To read more, go to http://www.whitehouse.gov/omb/pubpress/2006/2006-12.pdf

Improved Financial Performance

Independent Report criticizes Defense Department

Business Leaders for Sensible Priorities, is a privately funded pressure group that recently sponsored a report strongly criticizing the US Department of Defense. Kwai Chan, a former Assistant Inspector General for the Environmental Protection Agency and manager at the Government Accountability Office, authored the report. According to Chan, "The Defense Department's financial management practices would put any civilian company out of business." Chan emphasized that the financial disaster at the DOD is deserving of the name "Enron on the Potomac." To read more, go to http://www.govexec.com/story_page.cfm?articleid=34237&dcn=e_gvet

Poor Financial Performance Affects Several Federal Programs

OMB recently said it has reviewed the performance of 793 programs that received nearly $1.5 trillion worth of taxpayer money and concluded that almost a third are failing to adequately perform. A recent Senate committee hearing met to determine why Congress does not do a better job tying funding to performance. OMB reports, for example, that 22 percent of the Department of Housing & Urban Development's funding goes to ineffective programs. President Bush is calling for Congress to cut or eliminate funding for underperforming programs. To read more, go to http://www.theksbwchannel.com/news/9379516/detail.html

Program Evaluation and Performance Auditing

Government program managers are constantly being held accountable for demonstrating program performance, so it is increasingly important that these managers effectively communicate program goals, outputs and measures as indicators for success. Effective performance management not only relies on the clarity of performance goals and measures, but also on the quality of the supporting information. When developing effective performance measures, a system must be in place to assess the validity and reliability of your performance information. To gain insight into the latest trends, innovations and implementation strategies, we invite you to join us at The 2006 National Summit on Program Evaluation and Performance Auditing on September 12-15, 2006 in Arlington, VA. To learn more, go to http://www.performanceweb.org/CENTERS/GPM/Events/P535/P535.htm

GAO seeks suggestions for the 2006 Government Auditing Standards

GAO is requesting comments on the 2006 Government Auditing Standards from audit and financial management officials at all levels of government, professional organizations, the public accounting profession, public interest groups, and any other interested parties. To assist you in providing suggestions, GAO provides a transmittal letter to help organize comments and concerns. To read more, go to http://www.gao.gov/govaud/ybk01.htm

Shared Vision, Shared Goals, Shared Results

Linda M. Comes, the Controller, Office of Federal Financial Management for OMB, discusses the importance of improving financial performance in government. In the report, she recognizes the General Services Administration as the ninth agency to meet all the performance standards for the Improving Financial Performance initiative. Comes also stresses the need for agencies to improve the speed of financial reporting. With increased speed though, Comes reiterates the need for attention to data accuracy. The Controller is confident that government agencies are making the necessary steps to improved financial performance. To read more, go to

http://www.whitehouse.gov/results/agenda/fy05q4-offm.doc

Strategic Management of Human Capital

OPM Director Supports Federal Workforce Performance Appraisal and Management Improvement Act

Linda M. Springer, Director of the U.S. Office of Personnel Management (OPM) Director has come out in support of the Federal Workforce Performance Appraisal and Management Improvement Act, the goal of which is to increase performance by the federal government civilian workforce. The act wasintroduced in the United States Senate by Senator George V. Voinovich (R-Ohio). Read the full press release at http://www.opm.gov/news/opm-director-supports-federal-workforce-performance-appraisal-and-management-improvement-act,1059.aspx

The Federal HR Workforce

Human resources managers in the federal government are essential to the success and continuity government in ensuring that the government attracts the best and brightest workers. They are not only responsible for the recruitment and retention of these employees, but also for new systems, such as pay-for-performance. Due to high rates of turnover, HR managers are leaving the federal government, and those being promoted to these positions often do so without formal training. Read the full article at http://www.ourpublicservice.org/research/research_show.htm?doc_id=374901

Government HR Innovations

Recruiting and fostering talent is one of the most vital roles that human resources professionals assume. Getting the right people, in the right job and rewarding them in the right way is imperative. Individual employee success plays a major role in agency effectiveness. Rather than relying on salary alone to motivate workers, managers must implement new and interesting ways to reward employees, whether through training, employee development, leadership opportunities or increased workplace flexibilities. Effective rewards are not limited to bonuses and pay increases. HR Innovations 2006 will provide you with the opportunity to brainstorm and discuss new ways of fostering and rewarding dedicated employees and maintaining the government's status as an "Employer of Choice." HR Innovations 2006 offers you and your team the opportunity to master new approaches to federal, state and local human resources management and to deliver improved and tangible results. Ensure your agency is well represented at this timely event by registering your team today! Call 703-894-0481 or visit us online at www.HRInnovations.org.

Post-Sept. 11 Veterans Given Edge in Federal Hiring

On June 6, the Office of Personnel Management issued a notice to federal agencies to give preferential hiring to military veterans who served anytime during September 11th until the end of Operation Iraqi Freedom. Veterans must have served on active duty for

180 days during this period, but do not have to have been stationed in Iraq or Afghanistan. Read the full article at http://www.govexec.com/dailyfed/0606/061506r1.htm

Agencies Test New Performance Management Systems

In early June, 25 federal agencies started testing their new performance management systems. The Office of Personnel Management (OPM), the agency leading the initiative, will also test a portion of their workforce, noting that 250 employees will enter into this system which will be reviewed on September 30. Read the full article at http://www.govexec.com/story_page.cfm?articleid=34241&sid=2

Human Capital Management

Many government HR managers are now opting to receive a formal government human capital management certification. To address this need, the Institute offers a certificate in human capital management. Completing the certification program is easy, just attend the **2006 Government Human Capital Management Week** and complete a demonstration project. After the week is complete and your project is evaluated you are then a certified government human capital manager. From the Working for America Act to the Senior Executive Performance Appraisal
Regulations the need for certification grows stronger every day. In order to overcome the oft en daunting compliance challenges for mandates at local, state and federal levels in government, we invite you to attend the **2006 Government Human Capital Management Week**, being hosted in Arlington, VA on July 10-14, 2006. To learn more, visit http://www.performanceweb.org/CENTERS/HC/Events/P564/P564.htm

Acquisition and Sourcing

Inspector General to Audit Massive FAA Outsourcing Effort

The Transportation Department inspector general soon will launch an audit of a contract awarded last year through the government's largest-ever public-private job competition at a civilian agency, including a closer look at a $500 million drop in the contract's anticipated savings, department officials said this week. To read more, go to http://www.govexec.com/story_page.cfm?articleid=34064&sid=6

IG Gives GSA Passing Grade on Financials

The General Services Administration has made enough improvements in financial management to satisfy its inspector general and likely keep its biggest customer, the Defense Department. To read more, go to http://www.gcn.com/print/25_16/41054-1.html?topic=acquisition

Project Portfolio Management Summit

Organizations trying to align projects with their overarching strategic goals are primed for success when they have the proper tools in place to implement and manage their Portfolios. This summit will bring together some of the nation's leading project management experts to our nation's capital from September 27-29, 2006. Listen to industry and government leaders share the successes, failures and lessons learned from their own projects and find out the best way to achieve project success today and for years to come. To learn more, go to http://www.performanceweb.org/CENTERS/IT/Events/T242/T242.htm

Dennett Promises Accountability, Better Prices

At his nomination hearing today in front of the Senate Homeland Security and Governmental Affairs Committee, Denett also said he would support developing a database that contains information on all the government's contracts as an effort to improve transparency, competition and performance. To read more, go to http://www.gcn.com/online/vol1_no1/41103-1.html?topic=acquisition

SBA Seeks To Help Women Earn Contracts

The Small Business Administration is seeking public comment on a proposed rule that would establish a program to assist women-owned small businesses earn a larger share of federal contracts. To read more, go to http://www.fcw.com/article94936-06-16-06-Web

Financial Line of Business Questioned

The first formal guidance for the Financial Management Line of Business offers too little help for agencies and contractors trying to plan for the program, some analysts say. The guidance came from the Financial Systems Integration Office — part of the General Services Administration — with assistance from the Office of Management and Budget. To read more, go to http://www.fcw.com/article94937-06-19-06-Print

A-76 to Play Larger Role in FMLOB

The Office of Management and Budget has added an unexpected and somewhat confusing twist to the Financial Management Line of Business initiative, especially for agencies with large, in-house legacy systems. To read more, go to http://www.gcn.com/print/25_14/40928-1.html

Expanded E-Government

Congress, OMB Resume Tug Of War over E-Gov

In case there was any doubt, the annual turf battle between congressional appropriators and OMB over the e-government initiatives is on, even after the administration this year launched an unprecedented campaign to convince skeptical appropriators of the program's benefits. To read more, go to http://www.gcn.com/print/25_16/41052-1.html?topic=e_gov

IT Budget Justifications

Budget justifications aren't easy. And with OMB updating the Exhibit 300 portion of the A-11 circular your work isn't going to get any easier. Projects don't justify themselves, that's why written budget justifications are needed. An effective justification is a concise "decision package" that tells decision-makers what they need to know to make informed budget decisions. To learn more, go to http://www.performanceweb.org/CENTERS/IT/Events/T216/T216.htm

E-Gov's Ardent Activist

Interview with Steven Law, deputy secretary of Labor and chairman of the President's Management Council's E-government Committee. Steven Law is the second deputy secretary of the Labor Department to head the President's Management Council's E-government Committee.
To read more, go to http://www.gcn.com/print/25_16/41060-1.html?topic=e_gov

Customer Satisfaction At All-Time High For Fed Web Sites

Government Web sites hit an all-time high in the second quarter of 2006 on a four-year-old customer satisfaction index, after a slight drop in the previous quarter, measurements show. Of the top-rated Web sites, the Social Security Administration's Internet Social Security Benefits Application site earned the most points. To read more, go to http://www.fcw.com/article94935-06-20-06-Web

GSA Seeks E-Travel Tracking System

The General Services Administration announced today its intention to look for a management information system to support a government-wide solution for capturing data and providing reports regarding government travel. To read more, go to http://www.fcw.com/article94965-06-20-06-Web

Is IT Still In Sight?

Eighteen months ago, House Government Reform Committee chairman Tom Davis moved technology oversight from the subcommittee level to the full committee, raising hopes that IT initiatives would benefit from the larger stage. To read more, go to http://www.gcn.com/print/25_13/40812-1.html

Congress Blamed For Poor E-Gov Performance

Agencies seeing lowered e-government scores on the Office of Management and Budget's quarterly report cards may not be wholly to blame. OMB said agencies often have difficulty getting congressional approval for funding needed to cover the cost of e-government services. OMB has also made an effort to side-step appropriators and pay for e-government with agency contributions. To read more, go to http://www.fcw.com/article94361-05-15-06-Print

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.

To subscribe or unsubscribe to this newsletter
please go to: http://www.performanceweb.org/Newsletters/archive_pma.htm