Here is the PMA Newsletter for April. As you might have heard, we have been very busy over the past month ramping up our engagement efforts with Congress on the President's Management Agenda. Towards that end, we held two forums on the Program Assessment Rating Tool where committee staff could examine specific education and environmental programs. More forums will be coming up during the summer and Appropriations process. We also held a Congressional staff briefing on Competitive Sourcing where we laid out ideas for improving the mechanisms available to federal employees to participate fully in job competitions. We're proposing Congress allow for the creation of "Employee Conversion Organizations" (ECOs) that would streamline employee bids beyond traditional MEOs. Finally, we testified before the House Government Reform Committee on the 10th Anniversary of GPRA and called for the creation of a "Congressional Office of Program Performance" (COPP) to improve Congress' engagement in performance management in the federal government.

Overall an exhausting month…but we're thrilled by the response from the Hill. I'll keep you posted. Until then, here's the newsletter.

-Carl DeMaio



April 2004

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

Featuring Four Tracks:
- Show Me The Measures
- Employee Performance Management
- Performance-Based Budgeting
- Managing For Results

Performance, accountability, transparency and results...the next generation of government management is here!

Federal and state government organizations have begun to require that their managers and employees implement a performance management system in their agencies. At the federal level, the President's Management Agenda is responsible for requiring this change, while many state governments are developing and implementing similar performance management reforms in their agencies.

As this requirement for performance management continues to grow, many agencies still lack best practices and strategies for implementing these reforms. In order to access the latest development and implementation strategies on government management reform, you are invited to attend the *2004 Government Performance Summit West,* being held June 7-9 in Anaheim, California. The event will feature key management reform leaders from state and federal agencies, as well as legislative perspectives and agency executive updates from those leading the change toward creating a performance-based government.

Plan, Measure, Manage and Budget...For Results!

Significant progress is being seen in the development of performance measures and performance management capacities in federal and state governments. *Government Performance Summit West* will address the latest innovations of performance management in government- providing comprehensive coverage on everything from measuring outcomes to using management reforms to improve efficiencies and results. The Summit is designed to help your agency manage for results by focusing on two tracks linking agency resources to results through performance-based budgets and developing effective performance measures.

Meet the Latest Federal and State Mandates

Federal agencies are constantly being required to meet both new and old performance mandates set forth by the Government Performance and Results Act (GPRA), the President's Management Agenda (PMA), and are also facing the Program Assessment Rating Tool (PART). Not only are state governments cloning these ideas and requirements, but states are adpating, changing and upgrading in order to make their governments more results-oriented. Hear the latest updates from government experts on an array of performance mandates and strategies

different states are using in an effort to instituionalize performance management and deliver tangible results to the taxpayer.

Break Down Management Barriers

Performance management in government must be viewed and implemented using an integrated approach in order to be truly successful. The barriers and management 'silos' that have for too long separated the management functions of finance, acquisition, human resources, policy, planning, budget and technology must be broken down and their approaches coordinated. *Government Performance Summit West* will examine how to best bring those functions together into a cohesive, strategic approach to agency management. In addition, sessions will provide "how-to" advice from the front lines of designing and implementing management reform initiatives.

2004 Government Performance Summit West offers you and your team the opportunity to master new standards of excellence in federal and state management. Ensure your agency is well represented by registering your team today!
For more information go to:
http://www.performanceweb.org/west04/index.html

Government-wide News

The Performance Institute Proposes Congress Engage More on Performance

In a testimony before the House Committee on Government Reform Subcommittee on Government Efficiency and Financial Management, Carl DeMaio, President of the Performance Institute, stressed that legislating management reform is the most important step Congress can take right now to ensure the momentum started by the Government Performance and Results Act (GPRA) and accelerated by the President's Management Agenda (PMA). As a whole, the federal government has come a long way. But the reality is that the full potential of GPRA has not yet been reached. Some of the management challenges exposed by GPRA back in 1993 are still holding back some programs and agencies. DeMaio outlined specific recommendations for Congress, including: consult with agencies and programs on their strategic plans, institutionalize the Program Assessment Rating Tool (PART) and its successors, and create a Congressional Office of Program Performance. To view this release go to:
http://www.performanceweb.org/media/04-0331_hgrc_testimony.htm

Legislation Drafted to Formalize PART and Improve GPRA

A GPRA amendment was drafted in February by Rep. Todd Platts, R-Pa., chairman of the House Government Reform Subcommittee on Efficiency and Financial Management, asking agencies to revise long-term strategic plans every four years. The amendment asks agencies to rethink long-range plans by Sept. 30 of the year following a presidential election. Such a requirement encourages agencies to continuously adjust policy goals to match those of the administration in power. Enacted in 1993, GPRA requires agencies to set broad performance goals and compile annual reports illustrating progress toward meeting these goals. The law contains language recommending that agencies periodically evaluate program performance, but does not mandate reviews by the Office of Management and Budget. To view this article go to:
http://www.govexec.com/dailyfed/0304/031504a1a.htm

Government Performance Management Certification Program

Program performance measures, strategic plans, IT capital plans, performance-based contracts, competitive sourcing studies, employee performance evaluations...the list goes on and on! Government agencies at all levels are increasingly under pressure to measure the performance of their programs and report the results to policymakers and the general public. From the President's Management Agenda and the Government Performance and Results Act at the federal level to specific performance accountability statutes and initiatives at the state and local levels, government performance mandates are on the rise. To help government agencies achieve successful implementation of performance-based management reforms, the Performance Institute provides comprehensive education programs through its "Government Performance Management Certification Program." All courses in this nationally-recognized program are specifically designed to ensure full compliance and successful implementation of ALL performance management reforms in government. For more information go to:
http://www.performanceweb.org/pi/training/perfmgmt_index.htm

Budget and Performance Integration

OMB Releases FY2006 PART Guidance

The Office of Management and Budget (OMB) has recently released the Program Assessment Rating Tool (PART) guidance for FY2006. PART is a systematic method of assessing the performance of program activities across the Federal government. The main objective of the PART review is to improve program performance. The PART assessments help link performance to budget decisions and provide a basis for making recommendations to improve results. To view the new guidance go to:
http://www.whitehouse.gov/omb/part/2006_part_guidance.pdf

Long-term Focus Is Critical for the Budget Process

The long-term fiscal pressures facing the country sharpen the need to look at competing demands on existing federal budgetary resources and emerging new priorities. Results-oriented government reporting is essential if the United States is to effectively address these long-term fiscal challenges. Current metrics and mechanisms do not fully inform policy makers about the sustainability of existing federal programs or commitments they are considering making. Due to the impending retirement wave of baby boomers, social security and health programs are the major drivers of the long term spending outlook. Apart from these, the government undertakes a wide range of other responsibilities, programs, and activities that require further spending. Therefore, it is essential that programs demonstrate results to justify spending. To view this report go to:
http://www.gao.gov/new.items/d04585t.pdf

Budget-Performance Integration at the National Weather Service

At a recent Best Practices Forum on Performance-Based Budgeting, Steven Gallagher, deputy chief information officer at the National Weather Service, (NWS) outlined the success they have experience in budget-performance

integration, and in particular, their PART scores. NWS established a performance management framework which allows them to strive toward program performance on an annual and long-term basis and articulate the measures for success. To view this presentation go to:
http://www.performanceweb.org/financial/presentations/03-12_gallagher.ppt

2004 Best Practices Forum: Performance-Based Budgeting and PART Simulation (May 3-4, Arlington, VA)

The FY05 Budget release saw 399 programs scored by the PART, which saw an increase in effective programs, and more accountability for overall results. While this improvement is a good sign, there is a long way to go towards overall performance. Whether your programs have or have not been assessed by the PART, it is imperative that you possess the skills and knowledge to fully explain your program in this questionnaire. This hands-on training will provide you with an overall explanation of OMB's designs for the PART in FY05 and beyond, as well as the PART's integration with past performance mandates, such as GPRA and PMA. Performance-based budgeting requires more than a high program assessment score; it involves implementing a successful framework to fully link resources to results to justify your program's performance. This hands-on training will apply the Logic Model methodology to define agency mission, outcome goals and intermediate strategies to accomplish those goals. You will then walk through the "Ten Steps to Developing a Performance-Based Budget" and be able to not only align resources to results, but calculate full costs for existing activities. For more information go to:
http://www.performanceweb.org/financial/p194/p194.htm

Improved Financial Management

Further Actions Needed by DOD to Establish and Implement a Framework for Successful Financial Management System

Department of Defense (DOD) officials are committed to transforming the department and improving its business operations. Although, they have began this effort, overhauling the financial management and related business operations of one of the largest and most complex organizations in the world represents a huge management challenge. DOD's substantial financial and business management weaknesses adversely affect not only its ability to produce auditable financial information, but also to provide timely, reliable information for management and Congress to use in making informed decisions. Furthermore, the lack of adequate transparency and appropriate accountability across all of DOD's major business areas results in millions of dollars in annual wasted resources in a time of increasing fiscal constraint. Specific problems identified by GAO include: lack of sustained leadership cultural resistance to change, lack of meaningful metrics and ongoing monitoring, and inadequate incentives and accountability mechanisms. To view this report go to:
http://www.gao.gov/new.items/d04551t.pdf

2004 National Conference on Financial Management Innovations in Government - Developing Strategies to Enhance Speed, Accuracy and Efficiency in Financial Reporting (May 10-12, Arlington, VA)

The development of numerous federal financial management initiatives in recent years has meant an increasing workload for financial managers. With the implementation of the PMA, federal financial managers have been tasked with providing faster, more accurate and more extensive financial reporting. This conference will cover key areas in financial management, including: eliminating waste in financial operations, accelerating reporting, and building strong control environments. Serious deficiencies in agency control environments and payment mechanisms have opened the door for fraud, misuse and simple human error. Increased transparency and

accountability in financial management means government agencies are being forced to submit their financial reports earlier and earlier. In organizations as large as federal agencies, there are considerable risks of fraud, abuse and reporting inaccuracy. Agencies need to design controlled environments to provide reasonable assurance that risks are managed effectively. For more information go to:
http://www.performanceweb.org/financial/P174/p174.htm

Strategic Management of Human Capital

Framework for Strategic Training and Development in Federal Agencies

GAO has come up with a guide that focuses primarily on training and development of Human Capital. It presents a framework consisting of a set of principles and key questions that federal agencies can use to ensure that their training and development investments are targeted strategically and are not wasted on efforts that are irrelevant, duplicative, or ineffective. Effective training and development programs are an integral part of a learning environment that can enhance the federal government's ability to attract and retain employees with the skills and competencies needed to achieve results for the benefit of the American people. To view this report go to:
http://www.gao.gov/new.items/d04546g.pdf

Task Force Looks to Streamline Personnel Practices

OPM and the Office of Management and Budget have set up an interagency task force to develop government-wide practices for human resources functions. The Administration has launched an effort to get personnel managers across government to adopt common practices and methods for writing and posting job vacancies, screening resumes, tracking promotions, and performing scores of other personnel-related duties. The goal is to make it easier for agencies to exchange personnel information across different information systems and to promote more sharing of IT systems by agencies. By getting agencies to share information technology systems, the government could save millions of dollars in IT development costs. To view this article go to:
http://federaltimes.com/index.php?S=2736511

Agencies Start to Look at Employee Knowledge

Agencies are beginning to look for ways to measure how much their workers already know and what they need to work more effectively. Agency officials are increasingly reaching beyond traditional online learning courses and taking stock of the skills of their workforce. This concept, known as knowledge readiness, allows agency officials to have a complete snapshot of the workforce and rapidly deploy people or training, depending on the situation. The idea is that once an agency is able to identify whether everyone is getting the information they need, then they can do more proactive activities such as determining the best way to deploy people based on their skills. To view this article go to:
http://www.fcw.com/fcw/articles/2004/0322/mgt-ready-03-22-04.asp

USAJobs.com Serves 45 million People

The Office of Personnel Management said that the USAJobs website, launched last August, has received 45 million visitors and has more than 800 information technology job openings listed online. The website, one of five e-government initiatives that the agency runs, lists more than 18,000 federal jobs and has 400,000 résumés posted

online. USAJobs continues to gain a national reputation. To view this article go to:
http://www.fcw.com/fcw/articles/2004/0322/web-usajobs-03-23-04.asp

Federal Agencies Applauded for Recruiting Websites

According to the latest American Customer Satisfaction Index quarterly report, several key federal e-Gov initiatives, including websites designed for public use, have experienced remarkable success. In particular, health information and job recruiting websites equaled or surpassed similar efforts in the private sector. Thus, the report applauded agencies' efforts to make e-government more citizen-centered. From the 44 federal websites measured, high scoring recruitment sites include the ones from the CIA, the State Department, and the Office of Personnel Management. To view this article go to:
http://www.govexec.com/dailyfed/0304/031504d2.htm

The Performance Institute Unveils a Human Capital Management Certification Program

Strategic human capital planning, program performance measures, succession planning, employee relations, employee performance development, competitive sourcing studies, employee performance evaluations...the list goes on and on! Government agencies at all levels are increasingly under pressure to link their human capital strategies to agency mission and goals and report the results to policymakers and the general public. From the President's Management Agenda and the Government Performance and Results Act, to the creation of the Department of Homeland Security and the redesign of the civil service system governing the Defense Department's 700,000 civilian employees...human capital mandates are on the rise. To help government agencies align human capital strategies with mission, goals and organizational objectives to improve performance and citizen satisfaction, the Performance Institute provides comprehensive education programs through its "Human Capital Management Certification Program." All courses in this nationally-recognized program are specifically designed to ensure full compliance and successful implementation of ALL human resources management reforms in government. For more information go to:
http://www.performanceweb.org/pi/training/humancapital_index.htm

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Competitive Sourcing

The Performance Institute Briefs Congressional Staff on Competitive Sourcing Legislation and Oversight

A special office is needed to assist federal employees with competition proposals, said Performance Institute President Carl DeMaio Tuesday at a briefing on competitive sourcing issues on Capitol Hill. Speaking at "Navigating the 2004 Legislative Debate on Competitive Sourcing: Separating Myths from Reality in Competition in Government," DeMaio outlined his proposal for a "competition corps," an office within federal agencies which would consolidate competition expertise. To view this release go to:
http://www.performanceweb.org/media/04-0324_csbreakfast.htm

Most Federal Jobs Survive A-76 Contests

Despite critics' views, according to a GAO report, federal employees have fared very well when compared against contractors in public-private job competitions. In 2003, 89 percent of federal jobs that were subjected to a full competition or streamlined competition remained in-house. This number trumps an already convincing 75 percent

success rate for employees in 2002. The numbers were drawn from competitions held by six large departments that, combined, comprise 84 percent of the commercial positions in the executive branch. Although the report did not detail how competitions were won, several competitive sourcing officials say that it is due to the fact that federal workers know their work well and do it at a relatively low cost. When pushed to head-to-head competitions with the private sector, government employees overwhelmingly come out on top. To view this article go to:
http://federaltimes.com/index.php?S=2705913

OPM Employees Continue Winning Job Competitions

Office of Personnel Management workers maintained their unblemished record of protecting agency jobs from outsourcing by winning two small public-private competitions. OPM Director Kay Coles James said that not only did federal employees win again, but the American taxpayers also won. Employees held onto their positions after a three-month streamlined competition, which demonstrated that over a five-year period, they would likely perform their jobs for $521,100 less than the government contractors offering comparable services. To view this article go to:
http://www.govexec.com/dailyfed/0304/032304a1.htm

Agencies Can Save by Having Requirements before a Bid

The Office of Management and Budget says agencies can spend less on their financial management systems if they change how they hire and pay contractors to install systems and outsource their operations. Currently, many agencies pay contractors that install their new financial systems by the hour because they select the contractor before they have a clear idea what they want a system to do and then rely on the contractor's expertise to develop the requirements. The problem with this approach is that it gives the contractor an incentive to underestimate how many hours will be needed when they bid on the job and without fixed requirements it is easier for the contractor to justify why the job took longer than they had predicted. Consequently, OMB wants agencies to have their requirements completed before they select a contractor. To view this article go to:
http://federaltimes.com/index.php?S=2719255

Performance-Based Contracting - Increase Cost Efficiency and Improve Program Performance through Performance-Based Contracting (April 21-22, Arlington, VA)

With the recent Congressional approval of the Services Acquisition Reform Act (SARA), the government has mandated that its contracts are performance-based. Agencies are now required to develop and manage contracts which focus on results, not on how the activity is carried out. This new legislation has also established new guidelines and restrictions for government contracts which can often be confusing without proper training. In order to comply with the new mandates, it is essential that your agency receive updates on the latest best practices and innovative strategies for successfully developing, implementing and maintaining performance-based contracts. The Performance Institute is pleased to sponsor comprehensive training programs on Performance-Based Contracting in order to help you meet the challenges of successfully building and implementing performance-based contracts. These two-day, comprehensive events feature updates and showcase best practices in order to help your agency acquire services utilizing performance-based contracts. For more information go to:
http://www.performanceweb.org/contracting/C136/C136.htm

Expanded E-Government

OMB Praises Agencies' e-Gov Progress

While only two federal agencies have fully met the Bush administration's strategic goals for electronic government, the Office of Management and Budget gave a generally positive e-gov review in a report to Congress. According to the OMB report, the National Science Foundation and the Office of Personnel Management met all the designated standards for success, and the majority of agencies surveyed made substantial headway on their e-gov efforts. To view this report go to:
http://www.govexec.com/pdfs/E-GovReportToCongress.pdf

E-Gov Executives Call For New Benchmarks

The goal of e-government initiatives and the Bush administration's E-Government Strategy as a whole has been to improve agencies' performance and service. However, to date the focus has been on getting the technology implemented and running. There is a need for new metrics to measure the results of cross-agency e-government initiatives as they move to mission maturity. As initiatives such as e-Rulemaking and USA Jobs move ahead, they need to look to different measurements to tell whether they are effective. To view this article go to:
http://www.fcw.com/fcw/articles/2004/0322/web-egov-03-25-04.asp

OMB to Examine Government Lines of Business

The Office of Management and Budget initiated a government-wide analysis of five lines of business supporting the PMA goal to expand e-government. Interagency teams will examine business and information technology data and best practices for each line of business- financial, human resources, health, grants, and case management systems. The goal of this effort is to identify opportunities for the FY06 Budget to reduce the cost of government and improve services to citizens through business performance improvements. To view this release go to:
http://www.whitehouse.gov/omb/pubpress/fy2004/2004-07.pdf

Continued Efforts Needed To Sustain Progress in Implementing Statutory Requirements Related to Information Security

A recent GAO report shows that according to data required by the Federal Information Security Management Act of 2002, in FY03, 24 federal agencies overall reported increasing numbers of their systems met the information security requirements represented by key OMB performance measures. However, reported results varied widely among individual agencies, with some reporting that less than half of their systems met certain requirements. Further, GAO noted opportunities to improve the usefulness of reported performance management data, including independent validation of these data and completion of system inventories. To view this report go to:
http://www.gao.gov/new.items/d04483t.pdf

Technologies to Secure Federal Systems

GAO has released a report to assist agencies in identifying and selecting technologies to protect agencies' information technology infrastructures. They have categorized specific technologies according to the control functionality they provide and described what the technologies do, how they work, and their reported effectiveness. There are 18 technologies that are available within the categories, including smart tokens—which establish users' identities through an integrated circuit chip in a portable device such as a smart card or a time-synchronized token—and security event correlation tools—which monitor and document actions on network devices and analyze the actions to determine if an attack is ongoing or has occurred. To view this report go to:

http://www.gao.gov/new.items/d04467.pdf

Government IT Project Performance Boot Camp (May 17-21, Washington, DC)

This is a weeklong comprehensive coverage of the latest mandates and methodologies for performance-based, planning, management, measurement, and budgeting for government IT projects. Topics covered will include: capital planning, performance measures, security assessment and measures, project management, and budget justifications. For more information go to:
http://www.performanceweb.org/technology/t160/index.html

Agency Spotlight: Department of Education

Under the leadership of Secretary Rod Paige, the U.S. Department of Education has made some ambitious promises that reflect the mission of the Department, the principles of the landmark No Child Left Behind Act, and the expectations of The President's Management Agenda. The Strategic Accountability Service, in the Office of the Deputy Secretary, is the organizational entity responsible for Strategic Planning, Performance and Accountability, Budget and Performance Integration, and Results-Based Data Initiatives at the U.S. Department of Education. The Department of Education has undertaken a number of measures to improve the operational and strategic management. Through a series of tools like the President's Management Agenda, the Blueprint for Management Excellence, and One-ED, it offers accountability, transparency, and excellent management to Congress and taxpayers.

In April 2001, Secretary Paige assigned a team of senior career managers—called the Management Improvement Team (MIT)—the task of identifying and fixing the most urgent management problems at the Department. This team developed a Blueprint for Management Excellence (Blueprint) that, in addition to overall strategies, now includes 140 action items designed to address long-standing management concerns. While the work of the MIT was already well under way, it was greatly strengthened with the release of the President's Management Agenda. PMA goals have been integrated into the Department's strategic goal number six, "Establish Management Excellence" and, more important, into the efforts of the Department to improve its management.

Budget and Performance Integration

The Department is seeking funding for programs that work and is seeking to reform or eliminate programs that do not. To ensure that high-priority activities are funded, the budget execution process is being linked to the Department's Strategic Plan. To provide timely feedback for management at the agency and government levels, the Department is developing integrated budgeting, performance, and accounting information systems at the program level.

Improved Financial Management

The first step toward management excellence is to provide managers and external stakeholders with timely financial information to help them in making programmatic and asset-related decisions. Financial integrity also means that we maintain effective internal controls to reduce the risk of errors and permit effective monitoring of programs and processes and that employees assume responsibility for identifying and addressing problems.

Strategic Management of Human Capital

A key element of creating a Department-wide culture of performance excellence and accountability is the strategic investment of human capital. The Department is developing and carrying out a plan for human capital management that supports the Department's mission by ensuring that skilled, high-performing employees are available and deployed appropriately. This plan is supported by a competitive sourcing plan that ensures that services are provided at a maximum level of cost effectiveness. We will continue to de-layer the organization and to ensure that our work is citizen centered.

Competitive Sourcing

To meet the objectives in the PMA, which require all federal agencies to develop competitive sourcing, the Department has developed and is implementing One-ED. One-ED, approved by the Secretary in June 2002, seeks to define a new way of doing business by analyzing all primary work processes in order to determine the best way to accomplish work, regardless of how it was accomplished in the past. The One-ED teams, made up of career employees, are chartered to create a vision of reengineered business processes that takes advantage of modern best practices, information technology, and performance enhancements. These selected business processes will be subject to the competitive sourcing decision process in accordance with the PMA. Once the new, more efficient business processes are defined, we will structure the organization in a manner that best supports the new process. The form and structure of the organization will follow the function of the reengineered business processes.

Expanded E-Government

The Department must leverage information technology (IT) to improve the efficiency of its business functions so that we can better serve our internal and external customers. To achieve the increases in efficiency, it will first improve and simplify ineffective business processes and then apply IT to support the new processes. These new processes will, among other things, ensure that all our external customers, including individuals with disabilities, can exchange data with the Department effectively and without undue burden. The Department will maintain the confidentiality, privacy, and integrity of these data. In addition, accountability will be assigned to IT investments, ensuring that they are managed to performance objectives. Finally, we will further strengthen accountability by improving the management of data and applying technology more effectively to customer service efforts.

For more information go to:
http://www.ed.gov/about/reports/annual/2004plan/plan2004.pdf

The Performance Institute is Proud to be a Media Partner for G-CON

The Gartner Government Conference (G-CON) on May 3-5 in Washington, DC, is 100% geared to the current issues affecting Government IT professionals. With nearly two dozen of the world's renowned public-sector dedicated Gartner analysts, and 30 sessions, G-CON is the only comprehensive, unbiased conference with strategic insights and tactical directions for government IT decision-makers. Simply put, G-CON content is richer, broader and deeper than anything you'll find at vendor conferences or other government IT events.
For more information go to:
http://www.gartnerinfo.com/tr/g/gcon_04

President: Carl DeMaio
Newsletter Editor: Sergio Bonadona

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.

To subscribe or unsubscribe to this newsletter go to:
http://www.performanceweb.org/pi/research/newsletters/pmaupdatesubscribe.htm