

APPENDIX C

PRESIDENT'S MANAGEMENT AGENDA CRITERIA

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CRITERIA

Strategic Management of Human Capital

- ❖ Implemented a comprehensive Human Capital Plan, analyzed the results, and integrated them into decision making processes to drive continuous improvement.
- ❖ Analyzed and optimized existing organizational structures from service and cost perspectives, using redeployment and delayering, as necessary, and integrating competitive sourcing and E-Gov solutions; and has a process in place to address future changes in business needs.
- ❖ Succession strategies, including structured executive development programs, result in a leadership talent pool and are continuously updated to achieve results.
- ❖ Has performance appraisal plans for all SES and managers, and more than 60% of the workforce, that: link to agency mission, goals, and outcomes; hold employees accountable for results appropriate to their level of responsibility; effectively differentiate between various levels of performance; and provide consequences based on performance. The agency is also working to include all agency employees under such systems.

- ❖ Reduced underrepresentation, particularly in mission-critical occupations and leadership ranks; established processes to sustain diversity.
- ❖ Significantly reduced skill gaps in mission critical occupations and competencies, and integrated competitive sourcing and E-Gov solutions into gap reduction strategy.
- ❖ Outcome measures are used to make human capital decisions, demonstrate results, make key program and budget decisions, and drive continuous improvement in the agency.

Competitive Sourcing

- ❖ Has an OMB approved "green" competition plan to compete commercial activities available for competition.
- ❖ Has publicly announced standard competitions in accordance with the schedule outlined in the agency "green" competition plan.
- ❖ Since January 2001, has completed at least 10 competitions (no minimum number of positions required per competition).
- ❖ In the past year, completed 90 % of all standard competitions in a 12-month time frame.
- ❖ In the past year, completed 95% of all streamlined competitions in a 90-day time frame.
- ❖ In the past year, canceled fewer than 10% of publicly announced standard and streamlined competitions.

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- ❖ Has OMB approved justifications for all categories of commercial activities exempt from competition.

Improved Financial Performance

- ❖ Receives an unqualified audit opinion on its annual financial statements.
- ❖ Meets financial statement reporting deadlines.
- ❖ Reports in its audited annual financial statements that its systems are in compliance with the Federal Financial Management Improvement Act.
- ❖ Produces accurate financial information on demand.
- ❖ Routinely assesses performance and financial information that its managers use to make day-to-day decisions.
- ❖ Has no chronic or significant Anti-Deficiency Act violations.
- ❖ Has no material auditor-reported internal control weaknesses.
- ❖ Has no material non-compliance with laws or regulations, and agency head provides an unqualified statement of assurance in its annual accountability report.

Expanded Electronic Government

- ❖ Has a Modernization Blueprint that focuses IT investments on important agency functions and defines how those functions will be measurably improved.

- ❖ Has acceptable business cases (security, measures of success linked to the Modernization Blueprint, program management, risk management, and cost, schedule, and performance goals) for all major systems.

- ❖ Has cost and schedule overruns that average less than 10% and performance shortfalls average less than 10% for all major IT projects.

- ❖ Quarterly status report documents sustained progress in remediating IT security weaknesses.

- ❖ Inspector General verifies that there is a Department-wide IT Security remediation Process.

- ❖ Has 90% of operational IT systems properly secured (certified and accredited including mission critical systems.)

- ❖ Contributes to, and participates in, three of the four categories of E-Gov initiatives rather than creating redundant, or agency unique, IT projects.

Budget and Performance Integration

- ❖ Senior agency managers meet at least quarterly to examine reports that integrate financial and performance information that covers all major responsibilities of the Department. This information is used to make decisions regarding the management of agency programs.

- ❖ Strategic Plans contain a limited number of outcome-oriented goals and objectives. Annual budget and per-

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formance documents incorporate all measures identified in the PART, and focus on the information used in the senior management report described in the first criterion.

- ❖ Performance appraisal plans for at least 60% of agency positions link to agency mission, goals, and outcomes; effectively differentiate between various levels of performance; and provide consequences based on performance.
- ❖ Reports the full cost of achieving performance goals accurately (+/- 10%) in budget and performance documents, and can accurately estimate the marginal cost (+/- 10%) of changing performance goals.
- ❖ Has at least one efficiency measure for all programs.
- ❖ Uses PART evaluations to direct program improvements and PART ratings are used consistently to justify funding requests, management actions, and legislative proposals; less than 10% of programs receive a "results not demonstrated" rating for more than 2 years in a row.

Faith-Based and Community Initiative

- ❖ Coordinated outreach and technical assistance for competitive grant awards.
- ❖ Implemented barrier free access through simplifying the application process and establishing training programs for peer group reviewers.
- ❖ Met established goals for increasing participation by faith-based and community organizations in select programs.
- ❖ Implemented pilot programs to further the partnership between FBO/CBOs and the Federal Government to deliver social services.
- ❖ Initiated evaluation of pilot studies using outcome-based assessments and established dates for the release of study results.